

**NATIONAL ARMY MUSEUM**  
**ANNUAL EQUALITY SUMMARY REPORT (2009)**

**1 Introduction**

The National Army Museum (NAM), as a public authority, is required to have in place, Race, Gender and Disability Equality Schemes and Action Plans, which are to be reviewed, and published, every three years. The NAM is also required to publish annually, the results of action taken to achieve equality, as outlined in the Action Plans, and the results of its information gathering and the use to which this information is put.

**1.1 What is a Public Authority?**

A 'public authority' is any organisation, authority or institution operating within the public sector. This covers everything from government departments to primary schools, local libraries and the NHS. There are around 45,000 public authorities in Britain of varying size and shape. Each piece of British legislation on equality and human rights contains details of exactly which public authorities it applies to. Many parts of the public sector (listed below) have specific responsibilities:

- Central government
- Local government
- Health and care
- Housing and accommodation
- Criminal justice system
- Schools and other educational institutions
- Transport

**1.2 The Annual Equality Summary Report**

The NAM's Annual Equality Summary Report outlines the Museum's achievements in line with its strategy, policies, equality schemes and action plans for greater equality and diversity, access and inclusion. It also details, where appropriate, what it has been unable to achieve along with the reasons why and what has been prioritised as areas for concentration over the next period. Reports will include the results of Equality Impact Assessments (EIA) undertaken, consultation with stakeholders and the outcome of monitoring visitor profiles and the workforce.

This report will be reviewed, revised and published again in 2010 to evidence the NAM's progress in delivering its equality agenda.

### **1.3 Exclusions**

Some employment information is excluded from being published and/or available due to the personal and sensitive nature of the data. This includes information on individual pay and grading (or where an individual can easily be identified through the data), sexual orientation, and HIV and AIDS.

## **2 Consultation with Key Stakeholders**

The NAM's equality, diversity and access documents are open and accessible to all stakeholders and any other parties who have an interest in the NAM.

There are a number of ways in which the NAM consults its key stakeholders in developing its equality schemes and action plans. The main stakeholders and consultative committees have been identified, as follows:

- Ministry of Defence (MoD);
- NAM Council;
- Visitors/users;
- Directorate meetings;
- Equality and Access Group;
- Staff/Management Forum;
- Trade Unions;
- NAM intranet;
- NAM Society of Friends.

### **3 Mission Statement and Purpose**

#### **3.1 The National Army Museum's Mission Statement is:**

To interpret and communicate the objects in the Museum's care in ways that inspire, provide enjoyment and provoke questions from diverse audiences.

#### **3.2 The National Army Museum's Purpose is:**

To explain the impact that the British Army has had on the character of Britain, Europe and the world.

The NAM has an important role on behalf of the Nation as a repository of the history and heritage of the British Army, as well as supporting the Defence Purpose through its contribution to the Army's image in society, to the remembrance of those who served, and to the education of Servicemen and Servicewomen.

In addition, the NAM sees its wider education role in the community as important in contributing to the delivery of the National Curriculum and Life-Long Learning. Visitors are currently admitted to the NAM Chelsea, and all the exhibitions there, free of charge.

#### **3.3 The National Army Museum's aim is:**

To engage new audiences, via an interactive children's learning centre, the Kids' Zone, and a redesigned website offered to new audiences - including user groups

who have traditionally viewed museums as remote and irrelevant – an immediate, accessible route to visiting the Museum.

## **4 Key work and achievements - Access**

### **4.1 Access Audit**

An access audit was undertaken in 2008 based on site inspections of the Museum premises in Chelsea conducted in May and June, a review of policies, practices and procedures, and interviews with staff, including the Access Group. Access was considered in its broadest sense to ensure that the needs of all users could be identified and met.

As a result of the audit, a number of improvements have been made. It was acknowledged that the Museum had already made significant access improvements to its premises and services in recent years, as follows:

### **4.2 Physical Access**

- improvements to the physical access to the Museum, including the installation of a mobility lift and sensory-operated doors and the construction of a mezzanine;
- improvements to the physical access at the back entrance of the Museum, including the relocation of the Security Desk to the side and the introduction of double sets of doors;
- an extension to the 'Making of Britain' floor, specifically to tell the story of the American Revolution (1775-1783). The new display takes into account both the need to use the ramp for wheelchair access to the rest of the Museum and the physical limitations that the steep gradient imposes upon all visitors with physical disabilities (the handrail has been relocated to be within easier reach and the floor covering changed from black

which can be a problem for those with visual/spatial difficulties, while keeping to a non-slip surface; and having a very slightly textured floor surface.

### **4.3 Signage and Orientation**

- improved signage and orientation throughout the Museum and work done on improving the isometric plan;
- design materials now conform to recommended guidelines (e.g. colour blindness).

### **4.4 Facilities and Services**

- adapted toilet facilities;
- the introduction of colour-coding for floors and a voice communicator;
- installation of hearing loops and absorbing materials to improve acoustics;
- Improved library and research facilities with better right of access and extended opening hours (extended to 16 to 18 year olds);
- the introduction of language flags on the identification badges of members of the Visitor Services Team, indicating what languages they speak, to improve the diversity of the public service;
- the purchase of new wheelchair stock, including a lightweight, solid-tyre wheelchair, a wide, heavy-duty (bariatric) wheelchair, and a Nordic 'walker';

- the creation of a buggy park;
- Installation of an AV screen at the front entrance;
- a re-arrangement of the seating in front area for visitors.

#### **4.5 Resources**

- a large-format isometric plan is now kept at the Reception Desk; also information has been supplied to the Visitor Services Team to enable them to implement a process in response to any requests for Braille adaptations of public information;
- the creation of an electronic library by means of an Equality and Access folder on the intranet, with new information and Minutes of meetings being posted for staff to read;
- the creation of a physical Access Library in the Old Reading Room, with information from bodies such as RNID, RNIB, Shape [disabled and deaf people and the arts], copies of NAM policies, Minutes, past Audits etc, for all staff to read;
- the circulation of material received from Royal National Institute of Blind People (RNIB), 'See it Right', and the adoption of its recommendations e.g. design materials to conform to recommended guidelines for colour blindness etc;
- work has begun on compiling a reference manual for planning exhibitions, 'Help Notes for Floor Teams', including information on Inspiring Learning for All (ILfA), Equality Impact

Assessment, planning to meet intellectual and physical access needs of audiences, interactives, evaluation;

#### **4.6 Consultation**

- consultation with a profoundly deaf visitor, and noting his recommendations for improvements to the galleries;
- testing of the new wheelchair stock by a disabled (mobility impaired) visitor, resulting in a feedback report;
- changes to the wording of visitor surveys to include appropriate questions to ascertain if the museum is meeting the access needs of visitors.

#### **4.7 Training**

- Shape training has been undertaken by all members of the Access Group, covering diverse topics such as 'developing a disability action plan', 'accessible marketing and publicity', 'customer care', 'deaf equality' and 'organizing an accessible event';
- the provision of training for NAM staff with regard to Inspiring Learning for All, project management and other issues that have a bearing on access, especially in planning displays;
- Key Front of House, Education and Human Resources staff are trained in British Sign Language.

### **5 Key work and achievements - Audience Development**

Visitor information collected in the period May to October 2008 showed evidence that the Museum has made some strong progress in addressing its objectives in terms of increasing diversity and social inclusivity.

- 43% of visitors were women (compared to 29% from previous research and 50% industry standard);

This was largely due to the creation of a Kids' Zone, providing a range of interactive enjoyment and learning for the age range 0-10 years old and improved services and facilities including the creation of a buggy park within this area. There are plans in 2010 to expand the Kids Zone with a continued refreshment of the area to meet the NAM's commitment as outlined in the EDAI Policy.

- 37% of visitors were 16-34 (compared to 24% from previous research and 30% industry average);
- 25% of visitors were from C2DE social groups (compared to 13% from previous research and 19% industry average);
- 11% of visitors were from minority ethnic groups (compared to 8% in previous research);
- Only 2% of visitors considered themselves to have a disability (compared to 5% in previous research). However, previous research data included a wider definition of disability including people who had a long-term illness or health problem, which limited their visit.

## **6 Key work and achievements - Collections and Displays**

### **6.1 Collections**

The NAM Collections contain material from all parts of the world where the armies of Britain and the Commonwealth were raised, fought or stationed. Coverage is uneven both chronologically and geographically, with considerable strength on the Indian subcontinent, and notable weakness on central America and the Caribbean. Even so the pictorial collections in particular record the military service since the eighteenth century of men and women from many backgrounds, including China, large parts of Africa, South Asia, Australasia and North America.

## **6.2 Displays**

One of the reasons for the creation of the collections, which became in 1960, part of the NAM, was the need to preserve items relating to the pre-Partition Indian Army, and displays on the armies of the East India Company and the later Indian Army have been an important element in the NAM's galleries since its earliest days. Given that many of these items were given by British people there has been a concentration on the European officers rather than men from the subcontinent who served in its ranks, but in recent years attempts have been made to redress the balance, making allowances for the fact that very little pre-20<sup>th</sup> century objects survive.

From Colonel James Skinner, of mixed Rajput and Scottish ancestry who in 1803 raised a regiment that still exists in the modern Indian Army and bears his name, and Subadar Khudadad Khan, the first Indian to win a VC, attention is now being focused on the often anonymous Indian other ranks who are depicted in official photographs of the Second World War.

New displays were created to mark the long relationship between Britain and India, for the 150<sup>th</sup> anniversary of the Indian Mutiny and the 60<sup>th</sup> anniversary of Independence.

## **7 Key work and achievements - Exhibitions, Events and Learning Zones**

The NAM's exhibitions, events and learning zones have been developed, as follows:

- the addition of details on the special events leaflets explaining how to request signing or other means of information delivery during public events;
- installation of the Walter Tull exhibition appealing to a diverse audience (see 7.1.1 below);
- exhibitions and action/learning zones on every floor, branded alike, specifically aimed at children and a teenage audience with a range of child-friendly interactives;
- creation of a Kids' Zone, providing a range of interactive enjoyment and learning for the age range 0-10 years old and improved services and facilities including the creation of a buggy park within this area. There are plans in 2009 to expand the Kids Zone with a continued refreshment of the area to meet the NAM's commitment as outlined in the EDAI Policy.

### **7.1 Exhibitions**

#### **7.1.1 Walter Tull**

An exhibition exploring the Black and Asian contribution to the First World War opened in November 2008 to mark Black History Month. The exhibition showcases the life of the first black British Army combat officer Walter Tull, and features unseen objects loaned by his family to illustrate Tull's remarkable life and legacy.

Walter Tull is a significant figure in the history of the British Army, both as a remarkable soldier, and the first black combat officer, and the exhibition not only supports Black History Month but communicates this important story in the longer term, as part of the NAM's permanent displays.

On the 90th anniversary of his death, Westminster schoolchildren will meet black veteran soldiers at the NAM, as the collaborative project is jointly announced.

## **7.2 Online Exhibitions**

### **7.2.1 Black and Asian British Army (BABA)**

Collections were brought to a wider public with the launch in November 2008 of an online exhibition and database that showcased the Museum's holdings on Black and Asian soldiers. This HLF-funded project comprised an exhibition that included extracts from oral history interviews, and a database of between 500 and 600 images. Supported by material for classroom use this is available to a worldwide audience and highlights the Museum's collections relating to the contribution of non-Europeans to the land forces of the British Crown over the centuries.

### **7.2.2 India Rising**

The events of 1857-59 in northern and central India are some of the most significant in the shared history of India and Britain.

The online exhibition is available to view on the NAM's website:  
<http://www.national-army-museum.ac.uk/exhibitions/indiaRising/>

### **7.2.3 The Fall of Baghdad**

11 March 2007 marked the 90th anniversary of the British Army's capture of Baghdad from Turkish forces in 1917.

The on-line exhibition is available to view on the National Army Museum's website: <http://www.national-army-museum.ac.uk/exhibitions/fallOfBaghdad/>

### **7.3 Events**

In offering events and activities, the NAM ensures that its website, events programme and membership programmes reflect its goals in promoting and encouraging equality, diversity, access and inclusion, that organised and publicised events take place in accessible places, and that services and necessary facilities offered at these events are accessible to all visitors.

In 2007 the Museum ran a weekend of Indian themed events aimed a family audience, to coincide with the opening the special display on the 1857 mutiny in the Bengal Army. It was also the theme for the 2008 'Big Bash' a ticketed, evening event for families of learning and fun. 'A Journey to India' offered live music, henna hand painting, silk saris, martial arts displays, turban tying, food, dancing and more evoking the sights and sounds of India, all inspired by the rich diversity of the National Army Museum's amazing collections. Proceeds from this fundraising event supported the Family Learning programme at the NAM.

The Museum is one of many other institutions on the Anglo-Sikh Heritage Trail, and is actively engaged with the Sikh community to encourage it to use and enjoy items of Sikh interest in the Collections.

## **8 Key work and achievements – Website**

The NAM's website has been developed, as follows:

- the establishment of the NAM 'Web Group' was recognised as essential in order to manage a key tool of communication of the Museums key aims and objectives, ideas, information; having the potential to reach a considerable audience whose interest in the Army varies to degree and whose ability to physically access the Museum as a destination can be inhibited for a number of reasons. The Website groups' aims are as follows:

**Aims:**

- **Brand** - to promote the NAM brand, mission and purpose and support its product portfolio.
- **Marketing** - to ensure the NAM Website supports the Museum's marketing and communications strategy in the generation of new and repeat audiences for both the NAM and the NAM Website.
- **Provision of Public Benefit** - to research, identify and deliver the expectations of our diverse audiences and potential audiences.
- **Income Generation** - to support the revenue generation potential of the NAM's products and services

The Membership and strategy of the Website group are currently under review and are due to be confirmed on the employment of a full time Web Developer, who is expected to manage and drive forward the potential of the Website to greater effect and benefit to our physical and virtual users.

- the launch of the HLF-funded Black and Asian British Army interactive exhibition on NAM's website ([www.national-army-museum.ac.uk/exhibitions/baba/](http://www.national-army-museum.ac.uk/exhibitions/baba/)), aimed primarily at a BME audience;
- \* the commissioning of an Access Appraisal of NAM's new website format (planned for 2009);
- an on-line ordering service for the Museum shop, giving greater access to the Museum's retail service in support of its collections and activities.

The Museum is looking to develop more accessible web pages (up to AAA-compliant) that will comply with DDA requirements by:

- supplying subtitles or written transcripts so that video and audio content is accessible to hearing impaired users;
- provision for adjustable text size that can be adjusted so it is accessible to web users with poor visibility;
- providing Key-board and voice-only users means of access to all areas of our website without the use of a mouse by using tab, shift-tab and return, etc;
- ensuring that all of the forms on our site are accessible;
- ensuring that the site can be viewed in text only browsers;
- ensuring that we follow international guidelines such as W3C Web Accessibility Initiative <http://www.w3.org/WAI/>

This list is not exhaustive and will be developed further and in line with current and future legislation as well as take into account the needs and comments of our users.

## **8.1 Results of Monitoring**

There is evidence to show that users are visiting the NAM's website to get information: where we are, how to get here and what is happening in the way of events and exhibitions, along with research and general browsing.

Only 1% (aggregate 2%) came specifically to look for special needs provision (however 66% of those surveyed said this information on special needs was 'fairly' or 'very easy' to find.

When asked how well the NAM took their needs into account, there were no respondents with a disability who responded "not very well" or "not well at all".

Over a three-month period in 2008, 28 million adults accessed the NAM website/internet. Men were slightly more likely to do so 65%/55% (male/female). The NAM saw a 3% increase in BME visitors from 8% to 11%. This was largely due to the creation of the Black and Asian website in line with an online user increase of 14%. The Website is monitored and information is gathered with which to compare progress on a number of levels. The Data is collated and is used to ascertain dwell time, navigation, origin of request as well as popularity of key pages and parts of the website. Further dissemination of the gathered information will follow on the reinstatement of the Website Group, who will use this information to help inform future development of the website for key users.

The NAM's website is recognised as a key component in its strategy for outreach to a diverse audience.

## **9 Evidence of good practice**

### **9.1 Equality Audit**

In September 2008, the NAM commissioned and funded 'The Academy of Equality' - experts in the field of equality and diversity - to provide a framework of support, training, coaching and guidance that would support the Museum in delivering its equality remit.

The framework consisted of an audit of existing policies and processes, executive coaching to the senior management team to put equality into perspective at a strategic level, and outline the input and commitment required at this level to ensure delivery of equality and training for key staff in the delivery of Equality Impact Assessments (EIA's).

This has established the foundations of an in-house equality knowledge base to take the Museum forward in its aim to deliver equality of opportunity.

As a result of the audit, evidence of good practice was identified, as follows:

## **9.2 Documentation**

- Equality documentation (the existing Schemes, plans, policies and strategy for Equality and Diversity, Access and Inclusion) and the policy review procedure;
- Existing annual staff stress questionnaire.

## **9.3 Workforce**

- Senior Management Team Commitment;
- An equal pay review through analytical job evaluation that is underway;

- Training for key staff in Equality Impact Assessment;
- Relocation of the CCTV room (formerly very small and often hot) to a much larger space;
- Consultation with staff through the Staff Management Forum;
- Ongoing provision of a welfare and occupational health service, funded by NAM;
- Supported requests to work on a part-time basis due to disability or carer responsibilities (80% of requests over the last 5 years).

To address a lack of female representation on the senior management team, during the period 2006-2008, three female members of staff were nominated to participate in a two-week museum-specific Leadership Programme. Steps have since been taken to appoint two female members of staff to the senior management team, and the composition of this team is equally gender balanced.

### **9.3.1 Results of Monitoring**

Employment statistics are available on request, relating to workforce composition, training, promotion and staff turnover.

### **9.4 Recruitment**

- Robust recruitment procedure, including literature conversion to Braille;
- Establishment of a multi-lingual Visitor Services Team.

The NAM is committed to best practice in recruitment, and welcomes and encourages applications for employment from all sections of the

community as supported by its Equality and Diversity Policies, particularly where certain groups are under-represented.

It ensures that its recruitment process is as far reaching as possible, and recruitment adverts are not limited to the website. The NAM also ensures, where possible, a diverse interview board panel.

#### **9.4.1 Results of Monitoring**

The overall results of the statistics collected over 2007/2008 showed that groups who applied for recruitment during the period were proportionate to the individuals who were successful in appointment. There was no evidence of detriment in the application or recruitment process on the grounds of equality.

Information on religious belief and sexual orientation were less likely to be volunteered by individuals participating in the process during the same period. The NAM has an ongoing commitment to improve the methods in which information is gathered on staff and applicants during the recruitment process.

BME's were slightly represented in the Curatorial (specialist) areas of the Museum (4%) and Museum Services (3%). This is an industry-wide finding, and steps taken to address this issue are detailed in the NAM's Action Plans and at 'Next Steps' (below).

#### **9.5 Training**

Equality and diversity training has been reviewed and the content and delivery of the training redesigned to meet the requirements of the NAM and its equality objectives.

#### **9.6 Results of monitoring**

Information based on 86 members of staff receiving training; 44 male staff (88%) compared with 42 (87.5%) female staff. Results of training provision do not indicate a detriment to any particular racial group. All members of staff classified as disabled received training.

Four part-time workers (80%) received training compared with one part-time worker (20%) who did not receive training. The highest proportion of staff who did not receive training were aged 26-35 (86%) and 19-25 (69%). This was due to members of staff starting/leaving mid way through the year; turnover statistics show that these age groups accounted for 64% of all leavers during the period.

All applications for training were agreed by the relevant line manager and the Museum's Training Officer where funding was available, in line with the Museum's Development and Training Policy.

## **10 Community Partnerships**

### **10.1 National Museum Directors Conference (NMDC) Human Resources Forum**

The NAM is an active member of the NMDC HR Forum, and diversity is a standing agenda item for Forum meetings, with regular conferences being run on diversity.

Representatives of the Forum also sit on other cultural diversity groups on behalf of the Forum, the MA/MLA/DCMS Workforce Diversity Working Group and the London Mayor's Heritage Diversity Taskforce.

### **10.2 Colleges**

Since June 2006 the NAM has been working with colleges that run Degree, HND or Foundation courses in pattern cutting, the history of fashion and construction, for the purpose of making the Museum's

collection of uniform more accessible to students and at multiple NAM sites across London and the Home Counties, and where possible, further afield. This has been successful in widening the NAM's profile to a new audience, and in fulfilling its obligation, as a Museum and a centre for learning, to make its collection accessible.

Excellent partnerships have been formed with The Royal College of Art and the lecturers encourage their students to come to the NAM and its outstations to undertake research as part of their projects. South Thames College, City and Islington and Hertfordshire and Bedfordshire College of Further Education are among several other colleges who plan to send students to the NAM's sites. In addition, members of staff make college visits to deliver lectures on the collection.

## **11 Next Steps**

The equality audit identified missed opportunities, as follows:

- Insufficient usable market data and inconclusive feedback data;
- A lack of published achievements and not capitalising on the successes of equality at the NAM;
- Equality Action Plans need to be Specific, Measurable, Achievable, Realistic and Timebound (SMART);
- Requirement for a comprehensive programme of Equality Impact Assessment.

### **11.1 Equality and Access Group**

The NAM's Access Group, established in 2005, has been re-confirmed as the Equality and Access Group and will consider all strands of equality alongside

access issues.

The Equality and Access Group will review all elements of the Visitor/IT Audience Profile, the Staffing Profile, the Formal Education and Lifelong Learning Programmes, and the visitor experience (informed by visitor information and statistics produced as a result of surveys and MORI (or other) polls), questionnaires, the website and feedback from users of the Templer Study Centre, as part of the development of the EAID Strategy, in order to assess the degree of success against the stated aims. These will be used to inform the Audience Development Strategy.

*The Equality and Access Group's mandate is detailed in the NAM's Strategy Document for Equality and Diversity, Access and Inclusion.*

## **11.2 Equality Impact Assessments (EIA)**

The Equality and Access Group will be responsible for developing a strategy for agreeing priorities for the EIA process.

## **11.3 Training**

A mandatory training programme for all members of staff in Disability Awareness is to be rolled out in the Financial Year 2009/2010, and for all new members of staff thereafter, as part of their induction.

## **11.4 Recruitment and Support Placements**

### **11.4.1 Volunteers, Work Experience and Internship Placements**

The NAM's strategy for the use of volunteers, work experience and internship placements will be reviewed with the aim of developing opportunities to compliment, support and diversify its existing workforce. The NAM's recruitment and selection process will be periodically reviewed as an ongoing process to meet equality and diversity criteria.

#### **11.4.2 Young Graduates in Museums and Galleries Scheme**

The Young Graduates in Museums and Galleries (YGMG) (Global Graduates) is a government-backed scheme, which works closely with the nation's top museums and galleries to address the acknowledged lack of workforce diversity. Through this initiative, the doors of the most internationally revered cultural institutions will open to fresh talent from diverse backgrounds, who currently don't perceive that the sector provides routes to satisfying and valuable careers.

The NAM has met with the organisers of the scheme and is keen to explore establishing a relationship with Global Graduates, planning to trial the YGMG scheme - subject to funding - during the Financial Year 2009/2010.

#### **11.4.3 Appointment of Trustees**

The NAM encourages a diverse Board of Trustees (NAM Council) in accordance with its aims to achieve diversity, and meet the needs of the community in which it serves.

[Updated February 2009]