



Brief: Promoting Equality at Port Sunlight Village Trust (PSVT)

1. Introduction

At PSVT we recognise that equality, diversity, and inclusion are vital to a sustainable and successful future for both our organisation and the village we are responsible for. Respect is one of our core charitable values 'We value diversity and treat everyone fairly'. We want to commission a passionate and experienced consultant to work with us to embed this aspiration across our organisation and in every aspect of our work. You will collaborate with us to review our working practices, policies, plans, programmes, and communications in relation to equality, diversity, and inclusion. You will also help us to identify our priorities for the next 5 years and create an ambitious but realistic improvement plan. This commission represents the opportunity to not only improve the culture of our organisation, but also to diversify our community and visitor base.

2. Strategic context

PSVT launched its first 5-year strategic plan in 2019, which set out a brand-new vision, mission, and strategic direction for the organisation. In it we articulated a strong commitment to diversity and equality. Our stated ambition for the workforce was to celebrate diversity and ensure equality of opportunity for all. We understand the link between job satisfaction, feeling valued and productivity. One of our strategic aims is to 'Be a brilliant place to work'. We also identified the need to attract younger visitors, diversify the profile of our residents to create an inclusive village, and create inclusive and community-based volunteer programmes.

A lot has happened in the last 18 months, both internally and externally. In some areas we have been able to make good progress. For example, we are nearing completion of three critical plans for the organisation - an asset strategy, interpretive masterplan, and an environmental sustainability strategy. In others, we are no further forward – new volunteer programmes and a big recruitment drive have been put on hold since March 2020. New priorities have also presented themselves and shot to the top of our agenda. They were always there but we had not fully recognised their importance to our future.

2020 was a watershed year for social justice and the momentum built shows no sign of abating, and rightly so. At PSVT we are committed to being an anti-racist organisation. We are working with our partners to develop a full understanding of Port Sunlight's historic links to Colonial Africa. We want to talk about it openly and honestly and encourage fresh perspectives and conversations. We recognise though that social disparities are not only true for ethnicity but gender, sexual orientation and identity, socioeconomic background, education level, physical ability, political affiliation and religious beliefs. These topics will form an equal part of this commission.

In 2021, PSVT will review its key strategic documents to take account of changes at a local, national and global level. We will realign our priorities and actions to ensure the organisation is fit for the future. This commission will be an important part of that review process. Tackling inequality is the right and fair thing to do. With increasing public and funder expectations, it makes good business sense. And, as custodian of a heritage site, visitor destination, and



residential community, we are in a strong position to drive social change - it is a challenge we accept willingly.

3. About Port Sunlight

'While the village has many remarkable, fascinating, and beautiful features, its greatest importance is that for the first time it offered a vision of a workers' settlement based on picturesque principles. This was without the grid plans and long regimented terraces of earlier schemes and was due to the challenging nature of the site and to Port Sunlight's founder, William Lever.'

Extract from "Conserving the Past, Planning Our Future, Conservation Management Plan, Port Sunlight Village", Port Sunlight Village Trust, 2018, p. 15.

Port Sunlight was founded in 1888 by the industrialist William Lever. He wanted to provide the employees of his new Lever Brothers soap works with decent and affordable housing and a wide range of facilities, services, policies, and incentives to ensure the well-being and advancement of his employees and their families.

Port Sunlight is not the first example of an industrial workers village, but it is arguably one of the finest surviving examples in the UK. It was an immediate precursor to and a model for the Garden City movement, at the turn of the twentieth century and today.

Lever employed 30 different architectural firms in the creation of the village and nearly every period of British architectural history is represented in a revival style design. The village itself is set in 130 acres of parkland and gardens.

The majority of residential properties and public buildings are listed. Two sections of the landscape are included in Historic England's register of Parks and Gardens of Special Historic Interest. In 2014, the village War Memorial was re-designated as Grade I-listed. The village is also protected by conservation area status and restrictive covenants that appear in the title deeds of all residential properties.

Today the village is home to just over 2,000 residents, a mixture of owner-occupiers and private tenants (PSVT and other), and under normal circumstances attracts in the region of 300,000 domestic and international visitors each year. There are a variety of community organisations and businesses operating in Port Sunlight, from the village school and church to pubs, a hotel, conferencing and events space, a garden centre, and a theatre. There are other important stakeholders in the village too, namely:

- National Museums Liverpool responsible for the Lady Lever Art Gallery, which was founded by William Lever and continues to house one of the UK's finest collections of fine and decorative art, usually attracting in the region of 200,000 visitors each year.
- Port Sunlight is the centre for Unilever's Home Care and Beauty & Personal Care Research and Development, with major programmes for Hair, Laundry, Deodorants and Household Care being run from the site. Lever Brothers became Unilever in 1929 following a merger with the Margarine Union. The company's rich history is documented in extensive and nationally Designated archives held on site in the village; and,



- Wirral Council provide certain statutory services including for planning, waste management and highways and transport.

4. About Port Sunlight Village Trust (PSVT)

PSVT is an independent charity founded in 1999 by Unilever Plc. Our vision is to make “Port Sunlight, an inspiring place to live, work and visit.” Our mission “We are guardians of a unique and beautiful village, working with its community to ensure a great quality of life for residents and to celebrate William Lever’s amazing legacy through cultural and learning experiences for all.”

PSVT is responsible for:

- All of the landscape within the Conservation Area
- 292 Grade II-listed houses, 323 garages and 22 commercial and community buildings, from which it derives its primary source of income.
- Port Sunlight Museum, including a visitor centre, Edwardian Worker’s Cottage Experience, a brand-new family interactive gallery *Soap Works*, Gift Shop, and a dedicated centre for formal and informal learning.
- A diverse group of listed monuments, historical collection, and archive
- Tackling social issues and promoting community cohesion through a community hub facility
- Managing the visitor destination and raising its profile through partnership working, marketing activities, visitor services, product development, and events

PSVT employs 45 members of staff to discharge its charitable objectives and works with 60 volunteers across all areas of our operations from landscape gardening to building conservation. We are governed by a Board of Trustees with expertise in housing, finance, conservation, landscape architecture, surveying, planning, museums, and heritage.

5. About the commission

The outcomes we want to achieve are:

- Equality, diversity, and inclusion are understood and embedded across PSVT.
- Diversity in our workforce, governance, customers, and community,
- Differences are valued and everyone feels valued.

This commission will run in parallel with other activity in relation to tackling inequalities, including:

- A review of the museum collection and heritage assets in PSVT’s ownership.
- Academic research to better understand Port Sunlight’s associations with inequality, starting with colonial history.
- A programme of work to support our workforce to publicly present the more challenging aspects of the village’s past and meaning.

This commission includes the following tasks:

1. Desktop review of our policies, procedures, plans, programmes, and communications.



2. Consultation with our workforce and key stakeholders.
3. Identification of key priorities for PSVT in relation to tackling inequality.
4. Development of an action plan including targets and monitoring.
5. Consideration of how these actions should be integrated into our plans.

You must ensure that all your activity is Covid-19 secure.

6. Skills & experience

We believe that to deliver this piece of work successfully you will require the following mix of skills and experience:

- Experience of promoting diversity and inclusion in workplaces and communities.
- Data analysis.
- Consultation and facilitation.
- Audience development.

7. Budget

The budget for this commission is £7,500 + VAT. This should include all expenses and travel. We anticipate that much if not all of this commission will be completed remotely.

8. Reporting relationships

You will report to PSVT's Leadership Team and the Tackling Inequality steering group.

9. Application method

You are invited to submit a proposal that must demonstrate the following:

- Your proposed approach and schedule to deliver the scope of work described above (40%)
- Examples of previous relevant projects, the names of two referees who have experience of working with you on similar projects and CV's for your team (30%)
- Breakdown of costs by scope of work (30%). Please include all anticipated costs of delivery.

Proposals will be evaluated on a quality (70%) and cost (30%) basis. The evaluation weighting is provided in brackets above.

10. Timescales

The deadline for proposals is **10am on Thursday 4th February 2021**. Please submit by email with subject heading: **Promoting Equality at PSVT**, for the attention of Katherine Lynch, Director of Heritage, k.lynch@portsunlightvillage.com.

We hope to make a decision based on applicants' submissions but may be in touch for further information if necessary.



The project start-up meeting will take place in late March/early April 2021, and the commission should conclude by July 2021.

Further information

Contact Katherine Lynch, Director of Heritage, k.lynch@portsunlightvillage.com 0151 644 4800.

PSVT's 5-year strategic plan and 10-year Conservation Management Plan are available to download from PSVT's websites www.portsunlightvillage.com and www.portsunlightresidents.com Hard copies are also available upon request.