

ENGLISH HERITAGE STRATEGY 2005 – 2010

# MAKING THE PAST PART OF OUR FUTURE



ENGLISH HERITAGE

English Heritage is the Government's statutory adviser on the historic environment. Our role is to champion and care for the historic environment which we do by:

- ▶ improving understanding of the past through research and study
- ▶ providing conservation grants, advisory and education services
- ▶ identifying and helping to protect buildings and archaeological sites of national importance
- ▶ maintaining over 400 historic properties and making them accessible to the broadest possible public audience
- ▶ maintaining the National Monuments Record as the central publicly accessible archive for the historic environment in England.

We are sponsored by the Department for Culture, Media and Sport, which has overall responsibility for heritage policy in England and from whom we receive around 75% of our funding. We also work closely with the Department for Environment, Food and Rural Affairs and with the Office of the Deputy Prime Minister. The aims and objectives expressed in this Strategy support a range of cross-cutting Government objectives and will form the basis of our Funding Agreement with Government.

## INTRODUCTION

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One of the most significant changes in society in the last 25 years has been a vast increase in the number of people who care deeply about the historic environment. Most people now see the historic environment as reinforcing their sense of place, belonging and well-being; and putting quality, variety and meaning into their lives.

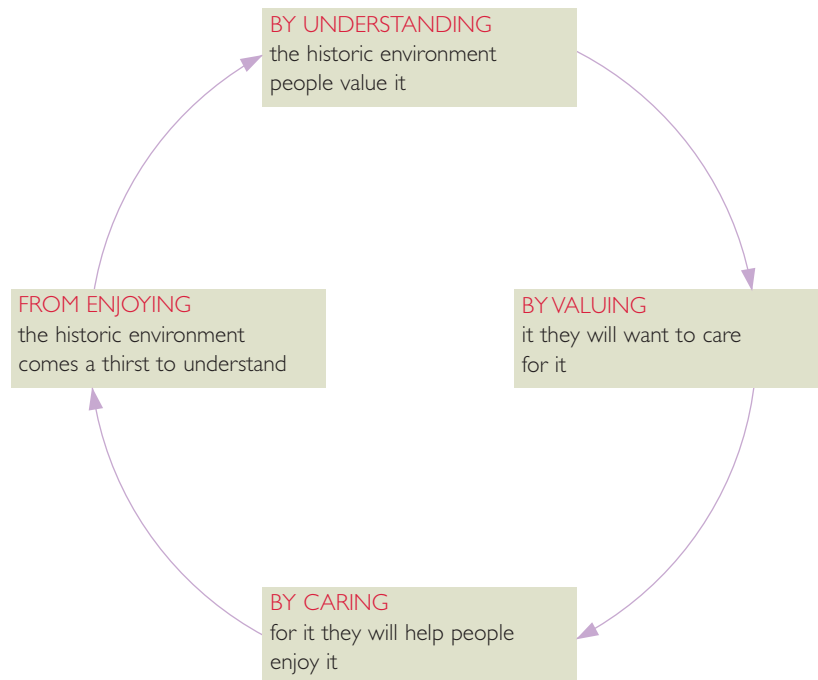
The story of English post-war development has shown that, where the historic environment has been valued and cared for, social and economic benefits can be generated for everyone, creating desirable, distinctive and economically successful places. Where its potential has not been recognised or harnessed, where it has been ignored, degraded or destroyed, the quality of people's lives has been impoverished and opportunities stifled.

English Heritage helps and encourages people to nurture their historic environment as an integral part of life today and as a foundation for tomorrow. This Strategy sets out how English Heritage will help to create places where people want to live and work and where our rich past is made a vital and living part of the future.

In order to achieve this we have transformed the way that we work. Statutory and advisory services are now more client-focussed, consistent and timely; the visitor business is now more profitable, service-orientated and accessible; research is more responsive to need. These mutually dependent and complementary services provide the unique base of expertise, experience and creativity that lie at the heart of all that English Heritage does.

## CONTEXT

English Heritage's strategy for making our past part of our future is to create a cycle of understanding, valuing, caring and enjoying.



## OUR AIMS

For each part of the cycle, we have adopted specific strategic aims. These are underpinned by a sixth aim – to make the most effective use of the assets in our care:

Understanding	Valuing	Caring	Enjoying
<b>AIM 1</b> Help people develop their understanding of the historic environment	<b>AIM 2</b> Get the historic environment on other people's agendas  <b>AIM 3</b> Enable and promote sustainable change to England's historic environment	<b>AIM 4</b> Help local communities to care for their historic environment	<b>AIM 5</b> Stimulate and harness enthusiasm for England's historic environment
<b>AIM 6</b> Make the most effective use of the assets in our care			

Our aims contribute directly to the Government's objectives for:

- ▶ increasing access, educational opportunity and social inclusion in urban and rural areas
- ▶ improving community sustainability and the places where we live
- ▶ contributing to the national and regional economy
- ▶ improving public services

English Heritage's six aims will direct the way we provide our services over the coming five years. Together they represent a substantial re-orientation of our activities and the way we work. There will be a greater emphasis on access, customer service, partnership, speed of response, clarity of advice, consistency, flexibility, quality of experience, strategic engagement and commercial awareness. This will require a disengagement from some of the more detailed, hands-on activities and in-house delivery with which English Heritage has traditionally been associated. This Strategy will be characterised by a commitment to providing a service for people today and for future generations.



## I. HELP PEOPLE DEVELOP THEIR UNDERSTANDING OF THE HISTORIC ENVIRONMENT

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Knowledge is the prerequisite to caring for England's historic environment. From knowledge flows understanding and from understanding flows an appreciation of value, sound and timely decision-making, and informed and intelligent action. Knowledge enriches enjoyment and underpins the processes of change.

English Heritage has in its staff and archives a unique repository of understanding and expertise. This will be directed towards education and training, and our research programmes will inform and direct change today and identify issues that will be of concern tomorrow. They will be focused on the practical issues of conservation and interpretation, and at the same time build capacity for others to undertake similar work. In doing this our priorities are to:

- A. Ensure that our research addresses the most important and urgent needs of the historic environment
- B. Enhance public understanding and appreciation of the historic environment and its conservation through education and training
- C. Make sure our professional expertise and knowledge is more accessible to others who need it
- D. Develop new approaches which improve understanding and management of the historic environment.

Landguard Fort, Suffolk:  
English Heritage Archaeological Investigator using Global Positioning System equipment to record structures at risk.



## 2. GET THE HISTORIC ENVIRONMENT ON OTHER PEOPLE'S AGENDAS

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Traditionally, heritage has been seen as an issue solely affecting planning and tourism. It is now recognised as an issue which affects everyone's quality of life, touching many aspects of public policy. English Heritage will promote the value of the historic environment as a means of achieving the objectives of all Government departments and agencies. This will help produce more effective policy making, more intelligent funding and better programme delivery. Our priorities are to:

- A. Provide better evidence of the importance and value of the historic environment
- B. Lead campaigns and national debates to influence policies which affect the historic environment
- C. Engage with key stakeholders on issues affecting, or affected by, the historic environment
- D. Identify and cultivate new public and private sector partnerships and sources of funding and support for the historic environment
- E. Develop cross-Government recognition of the value of the historic environment.

Street scene in Shrewsbury:  
taken from the Save Our Streets campaign to encourage highways engineers to retain the integrity of historic streetscapes.





### 3. ENABLE AND PROMOTE SUSTAINABLE CHANGE TO ENGLAND'S HISTORIC ENVIRONMENT

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Active management of historic places will enable us to protect, enhance and pass on to the next generation the historic assets which we have inherited. This first requires a fuller understanding of the significance of what we have, its importance to society now and its potential value to future generations. It then requires a more intelligent and creative debate between owners, users, regulators and conservationists. English Heritage is committed to furthering these debates, and to engaging actively and at the earliest opportunity with those who wish to make changes to the historic environment. In doing so we can bring to bear our unique technical expertise, our national perspective, our own experience as a manager and operator, and our position as the Government's lead body on the historic environment. Our priorities are to:

- A. Promote better legislation, policies, guidance and good practice to improve the system of protection
- B. Ensure that the condition of the most significant parts of the historic environment is recorded and monitored to enable their better protection
- C. Provide better and more accessible advice to help people appreciate the benefits of maintaining and caring for historic places.

*Chester Amphitheatre Project:*  
a joint initiative between English Heritage and Chester City Council which was featured for the 2004 *Heritage Counts* Report. *Heritage Counts* is the annual survey of the state of the historic environment produced by English Heritage on behalf of the sector.





## 4. HELP LOCAL COMMUNITIES TO CARE FOR THEIR HISTORIC ENVIRONMENT

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Responsibility for caring for the historic environment lies principally with owners and local organisations, including local authorities. As a national agency, English Heritage's role is to help people meet their responsibilities and aspirations and realise the potential of the assets in their care.

English Heritage will use its national experience and expertise to help equip local authorities in particular to manage change and regeneration in the historic environment, to care for and protect it for future generations. Through advice, policy work and standard setting we will help them to make well informed, timely decisions that make better places for people to live in, work and visit. At the same time English Heritage will support and guide owners in their custodianship of the heritage. Our priorities are to:

- A. Help local authority members and officers develop the skills, knowledge, advice and capacity to make the most of their historic environment
- B. Develop and disseminate policies, principles, guidelines, standards and exemplars to promote better management of change in the historic environment
- C. Provide support and guidance to other organisations engaged in the care, study and promotion of the historic environment
- D. Use our role in the planning process to develop appreciation of the historic environment and its relevance to the sustainability, planning and design of new development
- E. Ensure that our grants to third parties are used in the most effective way to regenerate, protect and enhance the historic environment.

### Liverpool Ropewalks:

English Heritage grant funding helped to highlight the regeneration potential of the historic Ropewalks area. Subsequent investment by the Heritage Lottery Fund and local agencies has transformed it into a thriving city centre district.





## 5. STIMULATE AND HARNESS ENTHUSIASM FOR ENGLAND'S HISTORIC ENVIRONMENT

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The historic environment is not an exclusive place, nor is it a kind of reserve to be visited only in our leisure time. It is the context within which we live our lives. English Heritage will actively promote the benefits to everyone of enjoying the historic environment. We will help people to understand and learn from the historic environment, to value it and care for it. This will be achieved directly through our custodianship of over 400 sites open to the public, through wider engagement with the public and through working with partners. Our priorities are to:

- A. Increase public awareness of the historic environment
- B. Broaden access to the historic environment and engagement with diverse communities
- C. Stimulate access, interest and enjoyment through the sites and collections in our care.



Muslim Burial Ground in Woking:  
the Slough Indian Ex-Servicemen Association on a trip organised as part of an outreach project exploring memory and memorial.



## 6. MAKE THE MOST EFFECTIVE USE OF THE ASSETS IN OUR CARE

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The assets in our care comprise historic structures and landscapes, archives, our work force, and the money granted by Parliament and received from individuals, the private sector and the Lottery. In holding these assets, English Heritage has a responsibility for good stewardship and a need to maximise efficiency and commercial opportunity. We must also invest in and conserve our sites and monuments and continue to develop the skills and knowledge of our staff. In all this, the principal focus is to provide a service to those who live in and visit this country, to those who want to make changes to the historic environment and to future generations who will benefit from what we do today. To do this our priorities are to:

- A. Use our financial resources efficiently and maximise the commercial benefits we gain from our assets
- B. Invest in the development of our staff
- C. Invest in the development of our operating systems
- D. Maintain and conserve our properties, collections and archives to a standard consistent with their importance
- E. Increase the income generated by our properties to meet the cost of opening them to the public
- F. Develop the English Heritage brand as a symbol of authoritative advice, responsible custodianship, first class service and the leading source of knowledge and understanding of England's historic environment
- G. Implement the recommendations of the National Monuments Record Review, *Unlocking Heritage Information*.

Osborne House:  
view of Drawing Room ceiling during restoration.





## HOW WE WILL JUDGE OUR SUCCESS

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We will have succeeded if we have achieved the following:

- ▶ a year on year reduction in the number of buildings, monuments and landscapes at risk
- ▶ enactment and implementation of a new heritage protection system
- ▶ 100% of statutory consultations met within the agreed time limit
- ▶ 1 million members
- ▶ a 3% increase in people from priority groups visiting historic environment sites
- ▶ 650,000 free educational visits per annum
- ▶ Historic Environment Champions in 75% of local authorities
- ▶ a measurable improvement in stakeholders' perception of our service and reputation

### and within the organisation

- ▶ Investors in People
- ▶ an elimination of the £7 million operating deficit on running our properties.



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Front cover picture:  
Arnos Grove station on the Piccadilly Line which  
is one of English Heritage's pilots for the Heritage  
Protection Review. Photo by Boris Baggs

Inside back cover picture:  
Eltham Palace Great Hall set up for a private  
event. Private and corporate hospitality is one  
of English Heritage's income generating activities.





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