

Action Plan 2015-2018

Historic England is the government's expert advisory service for England's historic environment. We give constructive advice on the historic environment to local authorities, owners and the public. We champion historic places helping people to understand, value and care for them, now and for the future.

This Action Plan is the delivery document for the Historic England Corporate Plan 2015 - 18. It sets out in more detail how we propose to take forward and resource our [Corporate Plan](#) aims and objectives.

The Action Plan also sets out the contribution Historic England will make to *Heritage 2020*, the historic environment sector's plan for its priorities between 2015 and 2020.

Historic England Aims	<i>Heritage 2020</i> Strategic Priorities
1. Champion England's Heritage	Public engagement Helping things to happen
2. Identify and protect England's most important heritage	Discovery, understanding and identification
3. Support change through constructive conservation	Constructive conservation and sustainable management
4. Support owners and local authorities to have the expertise to look after England's heritage	Capacity building
5. Achieve excellence, openness and efficiency in all we do	

The Action Plan prioritises those actions that we are best placed to deliver as the government's adviser, where we will concentrate our limited resources and how we can work effectively with partners. The resource estimates against each action are just that: estimates, and include the direct costs of departments as well as back office overheads. Finally, this is the full version of our Action Plan for use by staff and those with a close interest. Summary versions will also be available from our website.

Each year we will report on what has been achieved and ask for views on any adjustments we might make to take account of changing circumstances.



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Corporate Plan Aim 1: Champion England's heritage

England's heritage enjoys tremendous popular support. As the government's statutory advisors it is our role to highlight its value to society and ensure that this is reflected as much as possible in decisions in public and private life.

Corporate Plan Objective 1.1: Make the case for the value of heritage and constructive conservation.

1.1.1. Gather evidence for the value of heritage

Decision-makers in national and local government require reliable and firm evidence upon which to act. We will use our socio-economic research to help advise on policy, produce advice and guidance, shape priorities for action elsewhere in our Action Plan, and publish for the benefit of our partners and the public as a whole. We will focus on three key areas:

- Economic research: Understanding the economic value of heritage and the contribution the appropriate management of heritage makes to sustainable development.
- Social research: Understanding the way people perceive, appreciate and interact with our historic environment.
- Sector Intelligence: Establishing trends in sector behaviour in the public, commercial/private and independent and traditional building skills sectors, to ensure that the role of the sector in harnessing the value of heritage is clearly identified and to inform priorities.

National activity to develop the evidence base will be supported by local activity disseminating the data in order to make the case for the value and heritage and constructive conservation across the country.

Outcomes

- The public is better informed about the value and contribution of heritage to social, economic and environmental well-being and it recognises and appreciates Historic England's role.
- The case for investment in heritage is clear and is understood and accepted by national and local governments and other decision-makers.
- A wider range of people and communities are championing heritage.
- There is a robust and trusted evidence base for socio-economic values.

Resource estimate

£1m

Evidence of success includes:

- Number of times our technical research in this area is accessed online



- Number of times HE research publications or web pages are accessed online or through digital media
- Adults visiting historic sites
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- H2020 *Helping things to happen. To better understand and reinforce the evidence base demonstrating the social and economic value of heritage to society*
- H2020 *Public Engagement. Developing improved communication and alliances within and beyond the historic environment sector*

Corporate Plan Objective 1.2: Ensure that the value of heritage is reflected in relevant laws, government policies and planning practice

1. 2. 1. Make the case for the value of heritage

Government is committed to ensuring that levels of protection for the historic environment are not diminished and that protection is effective, constructive and enables best practice to be followed. Working with heritage sector partners and government, we will propose improvements to legislation, regulation and policy and demonstrate how the historic environment contributes to sustainable development and other relevant government priorities.

Outcomes

- Current levels of protection are maintained through positive and constructive legislation, regulation and policy that affects heritage.
- Decision-makers, including owners, convinced of the value of the historic environment.
- The process of heritage protection is regarded as ever more efficient, fair and relevant by all stakeholders and is effectively integrated with other legislative controls.
- People have better access to the information they need in order to engage with and advocate on behalf of the historic environment.

Resource estimate

£1.3m

Evidence of success includes:

- Qualitative assessment of whether planning decisions are consistent with the law and policy
- Number of times our generic planning advice is accessed online
- Online feedback scoring of advice usefulness
- Stakeholder survey on effectiveness in influencing strategy and decisions at a local and national level

**Link to Heritage 2020 Joint Priority Framework:**

- *H2020 Helping things to happen. Encouraging Government to work closely with the sector in producing a new cross-departmental policy statement*

Corporate Plan Objective 1.3: Use our research, archive collections and education programme to engage and enthuse people about the history of places**1.3.1. Turn our knowledge into popular publications, digital resources, exhibitions, media campaigns and a targeted education programme**

Historic England has a unique opportunity to reach out to a wide audience. Our knowledge, research programmes, archive holdings, heritage data and the National Heritage List for England provide a strong foundation for such engagement. Our programmes will focus on raising awareness of and engagement in contemporary issues such as the conservation of post-war architecture and energy efficiency. We will also ensure that account is taken of local perspectives. We will continue to demonstrate to teachers the value of embedding heritage into the curriculum, building on the success of the Heritage Schools programme and increase the understanding of careers advisors and young people of heritage careers. We will focus on:

- An exhibition programme that, with partners, delivers a range of high quality, engaging displays and associated activities.
- Publications that inform and inspire a range of audiences, encompassing internal and externally-produced materials including relevant images from Historic England's archive collections.
- Increasing and improving online access to the archive collections.
- Continuing to run the Heritage Schools programme (either as a continuation of the existing programme funded by Government or re-modelled in the absence of DfE funds).
- Developing new resources to support teachers and information, advice and guidance for careers advisors and people seeking a career in heritage.
- Developing new work based training opportunities for 14-18 year olds.

Outcomes

- More people are aware of our research results and can access them more easily.
- More people visit and use our collections, archives and digital resources.
- An increase in sales in line with our publications strategy.
- Historic England's work is of interest to under-represented groups and reflects the face of 21st century England.
- People have an increased understanding and appreciation of their local heritage.
- More teachers are aware of the potential of heritage in delivering positive outcomes in young people and make use of both the local heritage and Historic England's digital resources in



support their teaching.

- Careers in heritage are attractive and open to all so that the workforce reflects the full diversity of society.

Resource estimate

£2.8m

Evidence of success includes:

- Number of times the Historic England Archive is accessed online
- Stakeholder survey of user satisfaction of the Archive
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- H2020 *Public Engagement. Increasing overall levels of participation*
- H2020 *Public Engagement. Championing high quality heritage learning experiences for children and young people*
- H2020 *Public Engagement. Supporting, sustaining and developing public programmes and strategies which promote people's entitlement to connect with their historic environment*

Corporate Plan Objective 1.4: Stimulate greater participation to improve our understanding of what heritage is at risk and why

1.4.1. Maintain and develop the national and local Heritage at Risk Registers

The Heritage at Risk programme provides a dynamic picture of the health of England's protected heritage. Historic England will maintain and revise the national *Heritage at Risk Register* annually. The Register does not cover Grade II listed buildings at present. We will develop, with partners and volunteers, methods for surveying the condition of Grade II buildings and use this information to enrich the National Heritage List for England where appropriate.

Outcomes

- The condition of more designated assets will be known and more people will be engaged in appreciating and caring for them, so that their condition improves.
- Historic England, owners, funders and others will have accurate baseline information on which to prioritise action to improve the condition of Heritage at Risk.

See also objectives 3.5 and 5.4.

Resource estimate

£1.2m



Evidence of success includes:

- Stakeholder survey on our performance in addressing heritage at risk
- Action Plan annual feedback score

1.4.2. Change public perception of heritage to reduce risk

Heritage at Risk trend data is a powerful and compelling tool with which to try to change the way people view heritage and act in relation to it. Public participation in sharing information about buildings and monuments at risk is a great starting point. Working through our nine local dedicated Heritage at Risk Teams, we will identify specific issues and provide guidance, activities and training that helps to alert people to the problems and help them become involved in solutions, including increasing the ability to prevent heritage becoming at risk.

See also objective 3.5.

Outcomes

- Greater public appreciation reduces the likelihood of heritage assets being put 'at risk' and being lost for future generations.
- Public appreciation will stimulate local people to act to save and re-use heritage at risk.

Resource estimate

£0.7m

Evidence of success includes:

- Number of heritage assets coming off the heritage at risk register for positive reasons
- Number of assets on register which have had advice and/or intervention
- Stakeholder survey on our performance in addressing heritage at risk
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- H2020 *Helping things to happen. Supporting heritage groups in developing the tools (especially digital ones) that will help them to engage more broadly*
- H2020 *Public Engagement. Giving individuals and communities the tools and encouragement to engage*

Corporate Plan Objective 1.5: Support collaboration in the heritage sector through *Heritage 2020*



1.5.1. Support *Heritage 2020*

Heritage 2020: Strategic Priorities for England's Historic Environment 2015-2020 is a major cross-sector initiative to identify and collaborate on key priorities for the historic environment. It will be driven forward through the national Historic Environment Forum (HEF). Historic England will be a major participant and will support the initiative with resources, advice and advocacy to help ensure that the outcome and impact of the framework is significant. Collaboration at a local level will be through the regional Historic Environment Forums which Historic England will continue to support. We will participate by:

- Ensuring our Action Plan contributes significantly to agreed sectoral priorities.
- Supporting the infrastructure of *Heritage 2020* through the national Historic Environment Forum.
- Playing a key role in promoting the initiative, advocating for the benefits of *Heritage 2020* participation at every appropriate opportunity.
- Helping to develop its priorities including by playing an active part in working groups and supporting the review of progress.
- Working with the national and local Historic Environment Forums on shared activities and issues.
- Championing *Heritage 2020* with Government.

Outcomes

- Effort across the sector is pooled, leading to better public understanding and appreciation of heritage and more effective protection.
- Government understands, recognises and helps to deliver the sector's key priorities.

Resource estimate

£0.7m

Evidence of success includes:

- Historic Environment Forum survey of members as to the effectiveness of *Heritage 2020*
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- H2020 ALL PRIORITIES



Corporate Plan Aim 2: Identify and protect England's most important heritage

Identifying heritage assets and understanding their significance is the foundation of sustainable conservation. The more we share that understanding, the more people will be able to care for and enjoy their heritage. Researching heritage significance and providing information to the public and decision-makers, above all on the most important heritage assets, are key elements of our role.

Corporate Plan Objective 2.1: Provide expert advice to government on which assets should be protected through designation, based on strategic and risk-led programmes

2.1.1. Proactively designate our most significant heritage

Designating heritage assets is at the very heart of Historic England's duties. The National Heritage List for England (NHLE) has developed since 1882 and now includes almost 400,000 items which enjoy statutory protection. New discoveries, new insights and new agendas will always require us to augment and revise the NHLE if it is to reflect 21st century values. This activity covers planned programmes of work arising out of assessment projects, including place-based and thematic ones. Given resources, priority will be given to areas and topics most at risk, where designation can make the greatest difference, and where significance is not truly reflected in the NHLE. It also includes new projects with volunteers such as designating First World War heritage.

Outcomes

- The National Heritage List for England will increasingly reflect and help to protect the full range of heritage assets.
- The NHLE is revised in key priority areas, and new entries added through discovery and assessment. Key areas identified include the disposal of public assets; infrastructure; post-war buildings (in particular, education buildings and public art); Heritage at Risk sites; and First World War-related sites (in particular, war memorials).
- All aspects of the NHLE, including Scheduled Monuments, the Registers of Parks and Gardens and of Battlefields, and Protected Wrecks, are upgraded so far as resources and priorities permit.
- Targeted strategic designation in areas selected as Heritage Action Zones.

See also objectives 3.4 and 5.2.

Resource estimate

£3.4m

**Evidence of success includes:**

- Number of assets added to the NHLE
- Percentage of additions to the NHLE that are in strategic priority areas
- Action Plan annual feedback score

2.1.2. Respond to public requests related to designation

Given the age of many designation entries, and the proven ability of designation to provide clarity on significance, there will always be requests to add to, remove from or amend the NHLE. While we have been successful in reducing the amount of this work in order to deliver more strategic designation, we recognise that responding to such cases, where we can, is an important means of providing certainty over matters of significance. Where demonstrably under threat, of evident significance, and falling within an area selected for priority strategic attention under the heading above, such cases will be taken forward. Under this heading also lie those cases where owners ask us to revise existing entries or provide clarity about heritage significance and designation-worthiness within a prescribed area. This includes Certificates of Immunity against listing, sought by owners to provide clarity as to designation status.

Outcomes

- The NHLE is kept up to date with assets deserving designation being included in as timely a manner as possible.
- Designation assessments on threatened assets and the provision of a clear steer on significance.
- For Enhanced Advisory Services cases, a paid-for service for owners delivered within agreed time-scales, involving the preparation of revised NHLE entries or input into the 'screening' of areas as requested.

Resource estimate

£3.3m

Evidence of success includes:

- Customer satisfaction with paid-for services
- Stakeholder survey on being experts in protecting the historic environment
- Listed building owners survey
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- H2020 *Constructive conservation. Ensuring systems of heritage protection are the best that can be devised with the resources available*



Corporate Plan Objective 2.2: Identify, record and define the significance of heritage that is poorly understood, under-represented or most at risk

2.2.1. Predict and assess risks to and opportunities for the heritage and devise responses

Time, neglect and environmental and climate change all erode the historic environment. Economic, technological and social change can exacerbate or ameliorate these pressures and the rate and degree of changes will also have profound implications. The early identification of challenges, solutions and opportunities can avoid the considerable expense of rectifying problems once they develop. Like our partners and peers across government, Historic England will take a strategic approach to predicting and assessing risk and opportunity in order to secure maximum long term advantage for the historic environment and those who own and manage it. Our work will be targeted at areas where we anticipate being able to influence policy development or essential applied research to mitigate risk and conserve significant fabric for the future. Work will build on and sharpen the initial programme of threat and opportunity assessment from the National Heritage Protection Plan (2010-15) and will address national priorities in terms of:

- Land-use change and development, for example, assessing the heritage implications of the National Infrastructure Plan and working with the Forestry Commission to consider the future of historic woodland.
- Social and technological change, for example, approaches to combatting heritage crime.
- Environmental change, for example, Historic England's contribution to the Climate Change National Adaptation Plan.
- Technical conservation research, for example, assessing the risks to historic plaster ceilings and in-situ archaeological remains.

Outcomes

- A better understanding of the likely implications of change for the historic environment leading to sharper priorities for action and earlier and more cost-effective responses.
- Changes to relevant European and domestic policy to reduce risks to and identify opportunities for the historic environment.
- The research and development agendas of universities and others will include a focus on averting threats to heritage.
- Skills will be developed to allow more effective responses to those changes that are unavoidable.
- By working with others, seek a resolution to the problems facing archaeological archives and collections.



Resource estimate

£2.5m

Evidence of success includes:

- Online feedback scoring of research usefulness
- Stakeholder survey on being experts in protecting the historic environment
- Action Plan annual feedback score

2.2.2. Discover our hidden heritage

The full extent of our historic environment comprising landscapes, settlements and buildings, archaeological sites and wrecks on the seabed is still unknown. We will support and undertake surveys in areas facing the most rapid and profound change or threat, using a full range of investigative techniques, to ensure that the people that need it have access to evidence to help decision-making. We will prioritise projects within the following areas where understanding is known to be limited:

- Landscapes and townscapes experiencing rapid change and vulnerable to threats such as major urban expansion or infrastructure development, for example, our aerial mapping of the poorly understood archaeology of the Blackdown Hills AONB and East Devon River Catchment, an area that is subject to infrastructure development and land use change proposals. Early historic fabric of high significance masked by later buildings, for example, in Beverley.
- Heritage assets currently poorly protected by the planning and management systems, for example, survey of Cornish heritage threatened by coastal change, which also completes our initial national coverage.

Outcomes

- An enhanced collective national heritage record (see also objective 2.6) supporting better protection through the planning system.
- Local authority strategic plans and marine plans that are better informed about the heritage impacts of significant threats.
- Reduced risks for developers.
- Greater clarity on future designation priorities.

Resource estimate

£2.3m

Evidence of success includes:

- Number of heritage assets recorded in Historic Environment Records and accorded basic protection as a result of our surveys



- Online feedback scoring of research usefulness
- Action Plan annual feedback score

2.2.3. Assess the significance of our heritage to protect it better

The better we can define and communicate the significance of our heritage, the better it will be cared for whether through designation; by influencing the policies of managers of heritage; by better informing the planning and related consent systems; through neighbourhood planning or local listing; or by stimulating community awareness. We will continue to refine understanding of our most important heritage by prioritising those places and assets that are falling into disuse or are experiencing the greatest rate of change; where the gaps in our knowledge and understanding of significance are most profound; or where the opportunity for people to contribute and benefit is greatest. We will work with promoters of local lists, promoting best practice and developing links with national designation.

We will address acute priorities within the following broad topics:

- Historic urban centres and suburbs, for example, Dover Western Heights and its environs.
- Industry and infrastructure, for example, Lancashire textile mills.
- Heritage of faith and commemoration, for example, on the significance of mosques and of Jewish cemeteries.
- Military heritage, for example, the heritage of military training areas subject to intensified training.
- Rural heritage, for example, the first national landscape character map in partnership with Defra.
- Coastal, Marine and Maritime heritage, for example, assessing the significance of protected wrecks.

Outcomes

- Improved understanding of the significance and character of these priority areas of our heritage.
- Better informed decision-making (in the Town and Country and Marine planning systems; in the exercise of ecclesiastical exemption; and in the targeting of agri-environment measures) leading to better protection of important designated and undesignated heritage.
- An increasing number of additions to the National Heritage List for England.
- Enhanced protection through local listing.
- A strategic approach to defining and conserving nationally important sites that are not or for legal reasons cannot be designated, such as prehistoric sites without structures. .



Resource estimate

£2.7m

Evidence of success includes:

- Number of additions to the NHLE as a result of this research
- Number of local heritage lists
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- H2020 *Discovery, understanding and identification. Addressing undiscovered and under-appreciated heritage*
- H2020 *Discovery, understanding and identification. Developing a more strategic approach to risks and opportunities*

Corporate Plan Objective 2.3: Improve the National Heritage List for England (NHLE) to make it more useful and accessible and enable others to add content

2.3.1. Upgrade and widen access to the NHLE

The NHLE is a remarkable resource as well as a key tool in the planning system. It covers all varieties of designated asset, from World Heritage Sites to Protected Wrecks, Scheduled Monuments to Registered Battlefields, Listed Buildings to the Register of Parks and Gardens. We would like to present these holdings better as part of Historic England's overall digital offer. This will include upgrading entries; improving the user experience; presenting the List more imaginatively; and exploring ways in which the public can upload information and images relating to the NHLE's entries in a discrete but linked category. This last initiative is a major break-through in terms of augmenting the utility of the NHLE and of increasing public engagement with it, and sits alongside our emerging digital offer.

Outcomes

- The NHLE continues to receive a growing number of online visits, and is recognised as an increasingly effective tool for those who use it.
- Improved entries on the NHLE that are more accessible and provide greater clarity, especially as part of Heritage Action Zone or Heritage at Risk-prompted work.
- Anyone with an interest is able to upload information and images that relate to NHLE entries in a separate, publicly accessible section of the List.
- The designation base is enhanced, contributing to the positive management of our most important heritage.



See also objective 5.2.

Resource estimate

£0.6m

Evidence of success includes:

- Number of updated NHLE entries
- Number of times the NHLE is accessed
- Online feedback scoring of NHLE usefulness
- Number of additions to the public side of the NHLE (to be developed as part of the new initiative)
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- NONE – HE Action not joint sector action

Corporate Plan Objective 2.4: Encourage others to research and articulate the significance of heritage

2.4.1. Develop our research partnerships

Research into the historic environment of England, its significance and its protection present excellent opportunities for researchers working within Higher Educational Institutions, combining exceptional diversity of subject matter with the chance to ensure lasting impact through the practical application of research results.

Historic England will develop strategic research partnerships with key public and academic sector organisations. We will help by setting out our research priorities and assisting the sector to do the same; by developing guidance for assessing significance to support better protection outcomes; and by supporting work to ensure the full value of developer-led investigation is realised. We will also offer selective partnership funding, project collaboration and co-supervision of doctoral research programmes, providing access to advice, our archives, resources and (through our sister body English Heritage) the sites and collections of the National Collection.

Outcomes

- Research by Higher Education Institutions will focus on the key advances required by heritage owners, managers and developers, for example, through our partnership in the Centre for Doctoral Training in Science and Engineering in Arts Heritage and Archaeology.
- Historic England and our partners will benefit from leverage in funding and resources for



applied research, for example, our paving the way and help in kind for the Heritage Lottery Funded CITIZAN community-led coastal project.

- More commercial, third or public sectors stakeholders will be confident about assessing significance.

Resource estimate

£0.5m

Evidence of success includes:

- Estimated annual spend and gearing on heritage research deriving from the partnerships
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- H2020 *Discovery, understanding and identification. Building bridges between with the further education sector*
- H2020 *Discovery, understanding and identification. Securing maximum value from discoveries by the private sector*

Corporate Plan Objective 2.5: Ensure that our archive collections inform identification, analysis and understanding across the heritage sector and preserve the results of survey and investigation for future use.

2.5.1. Increase the use made of the Historic England archives by people across the heritage sector

The archive collections of Historic England are a major resource. As well as being a source of fascination and delight to non-specialists, our collections can help address specific research topics and conservation issues, and promote the sharing and reuse of information. In order to increase the relevance and use of this underutilised resource we will focus on:

- Ensuring that our collecting policies and access programmes reflect the priorities of Historic England and the wider sector.
- Encouraging more use of our archive resources and research and reference collections by the heritage sector, supporting our own and sector programmes of research and investigation by making relevant archive holdings available.
- Developing joined up strategies for heritage sector archives with other stakeholders.
- Using the contents of the archive to promote public enjoyment of the historic environment, including via exhibitions.

See also objectives 1.3 and 5.5.



Outcomes

- Increased appreciation and use of underutilised resources by researchers from the heritage sector.
- Significant historic environment archives will be identified and preserved and if appropriate acquired.

Resource estimate

£1.6m

Evidence of success includes:

- Number of times our archives are accessed online
- Stakeholder survey on helping people to understand and appreciate the historic environment
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- NONE – HE Action not joint sector action

Corporate Plan Objective 2.6: With our partners, improve access to information through local Historic Environment Records and explore ways of moving towards a single means of accessing historic environment information nationally.

2.6.1. Improve access to heritage information

There are powerful drivers for ensuring that information about our historic environment is far more accessible than it currently is. The social media explosion of the last decade is taking society into entirely new realms of information-sharing and harvesting very large datasets is a reality. Datasets about our historic environment (especially local authority Historic Environment Records) support owners, communities, heritage managers and developers and are central to planning law and national guidance. Effective sharing of the understanding of heritage significance has therefore never been more important in support of faster and better decision-making.

Historic England will deliver a Heritage Information Access Strategy to help the sector develop better ways of managing all heritage data and information and to support local Historic Environment Records alongside the National Heritage List for England, the key public access points for such data.

Outcomes

- The sector will manage and make accessible information more efficiently and cost effectively.
- The land use and marine planning systems will achieve better protection results and risks for



developers will be reduced.

Resource estimate

£0.8m

Evidence of success includes:

- Number of Historic Environment Records online
- Action Plan annual feedback score

2.6.2. Support standards in heritage data

The benefits of data management standards are clear: they establish consistency so that data is accessible and can be shared with others, and that systems can work together. Historic England will build on an international reputation for excellence in the development of data standards for historic environment information. We will collaborate with partners nationally and internationally to create, maintain and implement common standards, including specialist vocabularies, such as the Thesaurus of Monument Types. We will support Local Authority Historic Environment Records by coordinating the management of MIDAS Heritage, the UK historic environment data standard, and promoting the use of accessible and searchable vocabulary hubs on the web, through the Forum on Information Standards for Heritage (FISH).

Outcomes

- Heritage data standards will be met by an increasing number of organisations ensuring longevity and integrity, promoting reuse and migration across changing systems and platforms.
- Better decision-making through clarity of common language.

Resource estimate

£0.2m

Evidence of success includes:

- Number of Historic Environment Records conforming to a national standard
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- H2020 *Discovery, understanding and identification. Securing maximum value from discoveries by the private sector*



Corporate Plan Aim 3: Support change through constructive conservation

We champion constructive conservation. We want people to continue to use, adapt and enjoy historic places in ways which reveal and reinforce their significance – the definition of truly sustainable development for historic places. We also have a key role in ensuring that threats to our heritage are understood so that policies, effort and investment can be targeted effectively. We help to broker solutions that aim to prevent risk in the first place and tackle it where it appears.

Corporate Plan Objective 3.1: Help national government, local authorities and local communities create planning policies that support constructive conservation as part of sustainable development.

3.1.1. Influence local planning policies to support constructive conservation as part of sustainable development

Local planning policies provide the key framework for individual planning decisions. From local to neighbourhood plans, Historic England has a statutory role in advising local authorities on how to produce creative and effective policies that protect and make the most of heritage. Our local teams advise on around 2,000 local and neighbourhood plans and associated documents each year, supporting local authorities, neighbourhood forums, communities and other partners on the development and application of evidence-based planning policies that deliver sustainable management of the historic environment at the local level. From the early evidence gathering stages to appearing at examinations in public, Historic England provides input in priority places at all points.

Our priority will be to provide advice to local planning authorities, other planning bodies and local communities on how best to create policies which support sustainable conservation. We will also support neighbourhood planning through advocacy, training and toolkits.

Outcomes

- Local plans will have positive and realistic policies for the local historic environment.
- Local communities will be supported in caring for and enhancing their historic environment through neighbourhood plans.

Resource estimate

£3.1m

Evidence of success includes:

- Stakeholder survey on influencing strategy and decisions at a local and national level



- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- H2020 *Constructive conservation and sustainable management. Contributing positively to the growth agenda;*
- H2020 *Constructive conservation and sustainable management. Supporting landscape-scale management*

Corporate Plan Objective 3.2: Promote constructive conservation with those who have broader objectives such as local authority members and senior officers and developers.

3.2.1. Promote constructive conservation and better technical conservation

We want people to continue to use, adapt and enjoy historic places in ways that reveal and reinforce their significance and support growth. Constructive conservation is our collaborative and solution-focused approach to understanding significance and facilitating change. A major role for our nine local teams is to explain and encourage the use of constructive conservation approaches with developers, their agents/professional advisers and local authorities. We do this through events, talks, training, and building relationships within the development sector.

We will develop good practice guidance and advice to promote constructive conservation to key groups of decision makers, who can have the most impact on the shape of development in the historic environment. Using our specialist expertise, we will produce evidence-based technical guidance on the care, repair and conservation of heritage assets for a range of audiences that is accessible and that builds towards a body of information and knowledge that is widely applicable, and widely used, resulting in increased capacity and competency building.

We will work with key heritage-owning organisations to promote responsible stewardship of their heritage assets and with other agencies and public bodies to support them in securing responsible stewardship of the historic environment through their work.

Outcomes

- More decision-makers and owners will adopt the constructive conservation approach, delivering growth whilst ensuring that people benefit from historic places both now and in the future.

Resource estimate

£3.3m

**Evidence of success includes:**

- Number of times our technical conservation advice is accessed online
- Online feedback scoring of the usefulness of our technical conservation advice (to be developed)
- Stakeholder survey on providing advice on methods of conservation of the historic environment
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- *H2020 Constructive conservation and sustainable management. Contributing positively to the growth agenda*

Corporate Plan Objective 3.3: Advise constructively and consistently on proposals for change at every stage of design and decision-making.

3.3.1. Provide constructive and consistent advice on proposals for change

Our National Planning & Conservation Department has nine local Development Management teams providing specialist development management advice on nearly 15,000 applications for planning and listed building consent applications a year. We advise prospective applicants and local planning authorities to secure sustainable development at every stage in the process. We also administer over 1,000 scheduled monument consent applications on behalf of the Secretary of State for Culture, Media and Sport, provide advice to over 500 places of worship, and administer nearly 600 marine and protected wreck licence applications a year.

We will provide expert, constructive advice when we can best add value, to sustain or enhance significance and improve design quality. We encourage early engagement through pre-application discussion wherever possible.

Outcomes

- The overall significance of heritage assets will be sustained or enhanced where they are adapted to the needs of the 21st century.
- More projects will be delivering sustainable development because they have benefitted from early engagement.
- Vulnerable heritage sites will be cared for and, where possible, reused.

Resource estimate

£6.2m



Evidence of success includes:

- Number of heritage planning cases responded to each year
- Percentage of heritage planning cases responded to within agreed deadlines Stakeholder survey on providing advice in planning issues
- Action Plan annual feedback score

3.3.2. Provide the Greater London Archaeological Advisory Service (GLAAS)

In Greater London the Historic Environment Record (HER) service is provided by Historic England through its Greater London Archaeological Advisory Service (GLAAS). We will maintain an excellent Historic Environment Record and provide expert, timely and constructive advice to developers and local authorities. In maintaining the Historic Environment Record we add over 7,000 new records a year and the HER deals with around 600 consultations a year. GLAAS provides advice on over 2,500 planning-related consultations a year.

Outcomes

- Decision-making regarding development in London will be informed by access to the local HER.

Resource estimate

£0.7m

Evidence of success includes:

- Number of consultations responded to per year
- Number of records added or updated every year
- GLHER customer survey

Link to Heritage 2020 Joint Priority Framework:

- H2020 *Constructive conservation and sustainable management. Contributing positively to the growth agenda*

Corporate Plan Objective 3.4: Target dedicated resources to support Heritage Action Zones in those places where growth offers the biggest opportunities and challenges for heritage.

3.4.1. Deliver a programme of Heritage Action Zones

Historic England is committed to promoting sustainable development to secure growth while protecting our unique historic places. We wish to focus our resources on selected places where growth is a priority and we can add value through our expertise.



Heritage Action Zones will be established in agreement with local partners to unlock the potential of the local historic environment to contribute positively to economic growth. They will be a bespoke response to the economic, social and environmental needs of a particular area, drawing on teams from across Historic England and seeking to develop local partnerships. Deploying a range of skills from across Historic England from assessing significance, upgrading designations, training and building capacity, to grant aid, publications and direct support, Heritage Action Zones will enable heritage to contribute more effectively to growth and address heritage issues in local places. Heritage Action Zones build on successful heritage-led partnership work we have done in partnership in places like Sheffield, Berwick and Margate.

Outcomes

- The social, economic and environmental added value derived from the historic environment will be demonstrable in selected growth areas.
- The unique character of historic places will be understood, celebrated and enhanced to ensure that heritage assets act as a catalyst for regeneration and development.
- Each Heritage Action Zone will deliver an agreed set of bespoke outcomes relevant to the place.

Resource estimate

£2.3m

Evidence of success includes:

- Progress against objectives/measures for each Heritage Action Zone
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- H2020 *Constructive conservation and sustainable management. Contributing positively to the growth agenda*
- H2020 *Constructive conservation and sustainable management. Resilience to social and economic forces for change*

Corporate Plan Objective 3.5: Invest our expertise and grant aid to unlock solutions for heritage at risk.

3.5.1. Provide expertise and grants for Heritage at Risk

Owners, local authorities and others can lack experience, knowledge and resources to tackle Heritage at Risk. The Heritage at Risk Register tells us what heritage is at risk and why. Our nine dedicated local Heritage at Risk teams will continue to provide a unique and bespoke offer of



technical architectural and project management knowledge and a national grant programme which reaches to places that other funders cannot. Fundamentally we help owners, local authorities and others create solutions for Heritage at Risk through our wide-ranging expertise, our local knowledge and our practical approach.

The specialist support we can provide includes advice on significance, structural engineering, specialist conservation techniques, quantity surveying, legal issues, funding opportunities, repair programmes and potential partners.

Our national £11.5 million repair grant programme supports over 150 sites a year with inputs ranging from technical surveys and project development through to urgent works and full repair programmes of Heritage at Risk. Our grant programmes support work that others are unable to fund such as protecting buildings while long term solutions are developed and grants for private owners. We will continue to work closely with other major funders to make sure that our grants lever in a much wider range of investment. We will also continue support local authorities in taking enforcement action.

See also objective 1.4.

Outcomes

- Heritage assets will be brought back into good condition, supporting regeneration, economic growth and quality of life.
- Heritage assets will be removed from the Heritage at Risk Register.
- Sustainable Heritage at Risk solutions will be developed by use of our advice and grant aid.

Resource estimate

£16.5m

Evidence of success includes:

- Amount of grants awarded per year
- Number of heritage assets coming off the HAR register for positive reasons
- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- H2020 *Constructive conservation and sustainable management. Preventing and tackling heritage at risk;*
- H2020 *Constructive conservation and sustainable management. Climate change resilience and energy efficiency*

Corporate Plan Objective 3.6: Act as the agent of last resort to save heritage of the utmost importance.

3.6.1. Act as agent of last resort

Very occasionally the survival of heritage assets of the highest national importance is threatened and Historic England is the only public body that can act to safeguard them. This may be by establishing direct projects of repair, acquisition followed by repair and return to the private sector, or by acquisition, repair and adding to the National Heritage Collection in perpetuity. Examples where this has been successful include Hill Hall, Essex, Apethorpe Hall in Northamptonshire and Harmondsworth Barn in Middlesex, and our current major priority is Shrewsbury Flaxmill Maltings.

We will act on behalf of Government or directly to safeguard heritage assets of the utmost importance when it is appropriate to do so and where there are no alternative agents.

Outcomes

- Heritage of the utmost importance will be safeguarded.

Resource estimate

£0.6m

Evidence of success includes:

- Action Plan annual feedback score

3.6.2. Support emergency archaeological investigation in the face of unavoidable loss

Where long-term protection is simply not practically possible, Historic England will offer funding of last resort to ensure that a loss is offset for the public benefit by increased understanding of the site. Historic England will, as far as we are able, support the recording and publication of information about nationally important heritage that cannot be preserved in any other way. This could include discoveries that turn out to be nationally important but that were unexpected and arose as part of responsible planning-conditioned development. It could also include the investigation of sites and monuments of the greatest national significance that are threatened by unavoidable loss unrelated to planning-based change, for example, farming, metal-detecting or coastal erosion. Recent examples of our support include: the recovery of the Staffordshire Hoard found by a metal detector; the conservation of finds from the grave of an unknown Saxon prince at Prittlewell in Essex, revealed during roadworks; and the excavation of Star Carr, an extraordinarily important Mesolithic site in Yorkshire found to be degrading rapidly due to changing soil



conditions.

Outcomes

- Where heritage assets of demonstrable national significance cannot be saved, they are investigated and the resultant knowledge is secured and shared with the public.

Resource estimate

£1.7m

Evidence of success includes:

- Action Plan annual feedback score

Link to Heritage 2020 Joint Priority Framework:

- NONE – HE Action not joint sector action



Corporate Plan Aim 4: Support owners and local authorities to have the expertise to look after England's heritage

At the heart of constructive conservation is sound understanding and good judgment: understanding why a place is significant; and, judgment as to how to sustain it physically and economically. Without this expertise, the planning system cannot work effectively.

Corporate Plan Objective 4.1: Ensure that Historic England's expertise is accessible, relevant and of the highest standard.

4.1.1. Ensure Historic England's expertise is relevant and accessible

Historic England's staff possess expertise in many disciplines which can be harnessed to support the conservation and understanding of the historic environment. It is important that this expertise is focused on the most pressing challenges and opportunities facing the sector and that this expertise is readily accessible to those who most need it. It is also an important part of our role as the Government's expert adviser to ensure that we have the expertise to secure maximum value for money when we commission or grant-aid work.

We will maintain and grow our organisational expertise through a coordinated staff development programme which addresses the skills and knowledge most needed to deliver our services. We will ensure that it is clear from our website and our publications how best to access this expertise. We will ensure that guidance developed through our Action Plan is easy to find, responds to real need, takes account of the impact on those needing to use it and is of the highest quality and clarity.

Outcomes

- Historic England staff have the knowledge, experience and technical expertise to speak and act with authority on managing change.
- Local partners have ready access to the advice they need via our network of local offices, to excellent customer service standards.
- Historic England is valued as a source of national expertise by owners, local and national government and sector partners.
- Our guidance is clear, impartial, of a high standard, up-to-date and available online.

Resource estimate

£0.7m

Evidence of success includes:

- Stakeholder survey on being experts in the historic environment
- Number of times our guidance is accessed online



- Feedback score for our online guidance (to be developed)

Link to Heritage 2020 Joint Priority Framework:

- *H2020 Capacity Building. A more integrated and focused approach to training and continuing development of heritage professionals*

Corporate Plan Objective 4.2: Work with others to provide time-limited support for local authorities to develop new ways of delivering their heritage advice and services.

4.2.1. Collaborate with Local Authorities to explore alternative models for providing heritage advice

Local authorities stand at the forefront of conservation and require access to heritage skills and expertise at a time when budgets for staff and training are reducing. New, cost-effective models for delivery of heritage advice are needed. We will identify willing partners in areas of greatest need and work collaboratively to establish sustainable new models for the cost-effective delivery of heritage advice.

Outcomes

- A number of models for the sustainable delivery of local authority heritage advice will be piloted.

Resource estimate

£1.7m

Evidence of success includes:

- Number of active pilots with local authorities
- Action Plan feedback score

Link to Heritage 2020 Joint Priority Framework:

- *H2020 Capacity Building. A sustainable model LPA conservation archaeology services*

Corporate Plan Objective 4.3: Work with others to assess and deliver the heritage skills required by local authorities, owners and others.

4.3.1. Deliver an enhanced and expanded Historic England training offer to Local Authorities

An up-to-date and thorough assessment of skills needs across the sector is required to focus



priorities for training. We will define audiences and assess knowledge and skills required to identify topics across the heritage spectrum from heritage management to traditional building craft skills. In addition, we will provide particular training in areas where we are uniquely placed to support the sector. Our free training programme will target local authority staff in specialist roles such as Conservation and Archaeological Officers and non-heritage professionals such as members and Chief Officers, Planning or Development Control Officers whose work brings them into regular contact with the historic environment. It is driven by changes to planning policy and the need to disseminate new advice and guidance to those using it every day. The focus and overall content is designed around the principles of constructive conservation and managing change. We also have a programme of support for Heritage Champions. There will be two main strands:

- An enhanced and expanded free Historic Environment Local Management (HELM) training programme for local authority staff, aligned with local authority training needs.
- An e-training and online resource programme designed specifically to target local authority needs based on our advice, guidance and newly developed training materials.

Outcomes

- The critical gaps in skills needed to support owners, developers and others will be systematically identified and addressed.
- Local Authority staff have the skills they need for effective decision-making.

Resource estimate

£1.1m

Evidence of success includes:

- Total number of training opportunities delivered per year
- Learning gain feedback score from attendees of training

4.3.2. Implement Historic England's Training Delivery Strategy for owners and their agents/experts in support of *Heritage 2020*

Protecting and managing the historic environment relies on having people with the right skills where they are needed to support owners. Significance, heritage value, heritage management and the maintenance of assets rely on these skills. Knowledge and experience in applying these skills are also vital to develop. Historic England will continue to work with other organisations and agencies to: develop new training models such as apprenticeships; influence and make connections between academic and vocational qualifications; and, understand where key professional skills need to be bolstered in order to meet the needs of owners and developers. As well as providing grants to help the sector to meet its own needs, we will commission training which targets specific



needs and gaps in provision. This work will focus and define Historic England's own training offer and support for training activities to the rest of the heritage sector.

Outcomes

- More heritage practitioners, crafts people and conservation professionals have the right level of knowledge and skill through training and achieving appropriate qualifications.

Resource estimate

£1.1m

Evidence of success includes:

- Total number of training opportunities delivered per year
- Learning gain feedback score from attendees of training

4.3.3. Build capability in the third sector to champion the historic environment

England's voluntary heritage sector is the envy of many other countries. We are rich in societies, trusts and clubs devoted to heritage: local and national, thematic and specialist. These bodies possess extensive knowledge and experience that enrich society's ability to make sound conservation decisions. They also foster participation and engagement, thereby widening the public's appreciation of the historic environment. A number of these bodies have been given special status in the planning system.

Through our National and Local Capacity Building funding programme we will continue to support the development and continuation of third-sector activity which enables conservation of the historic environment, including solutions for heritage at risk. In 2015, we will carry out an evaluation of our capacity building programme to inform any future changes in the way that we support the sector.

Outcomes

- Historic England helps enable the energy and knowledge of voluntary groups to further the *Heritage 2020* sector objectives to reduce heritage at risk, promote sustainable development and encourage enjoyment of the historic environment.
- Third-sector organisations supported by Historic England will further increase their sustainability and effectiveness in managing change to heritage.

Resource estimate

£1.7m

**Evidence of success includes:**

- HE funding per year to third sector organisations and funding they leverage as a result
- Number of volunteers engaged in the stewardship of war memorials
- Action Plan feedback score

4.3.4. Ensure heritage science delivers more effective approaches to understanding and protection

Historic England is a centre of excellence for heritage science, with internationally respected scientists, unique collections and important lab facilities. We support owners, developers, local authorities, communities, universities and other research bodies to ensure that science is used to best effect in ever-more effectively understanding and protecting our heritage and communicating its value to the public. We will continue to help develop, evaluate and roll out new technologies and approaches. With our partners we will:

- Develop new methods of understanding our past to enhance its conservation and protection.
- Provide clear advice and information to people on effective techniques for studying and protecting our past.
- Participate in the National Heritage Science Forum, an approach to integrating heritage science nationally.
- Ensure heritage is part of 'citizen science' initiatives.

Outcomes

- Scientific effort across the heritage sector is better coordinated, improving its impact on understanding and protection and its cost effectiveness.
- Risk to developers is reduced where development affects important archaeology.
- Heritage science continues to engage the public through media stories and high-profile publications and events.

Resource estimate

£1m

Evidence of success includes:

- Action Plan feedback score

Link to Heritage 2020 Joint Priority Framework:

- *H2020 Capacity Building. A more integrated and focused approach to training and continuing development of heritage professionals*
- *H2020 Capacity Building. Increasing the uptake of training and qualifications among craftspeople*



Corporate Plan Aim 5: Achieve excellence, openness and efficiency in all we do

We need to use our resources and expertise cleverly and efficiently to allow us to do more for England's heritage. We need to listen to our customers and stakeholders to improve our services and work together more effectively. We want everyone to understand what we do and why.

Corporate Plan Objective 5.1: Be transparent in our decision-making processes and run an efficient, self-critical organisation that has a constructive approach to risk.

5.1.1. Strive for greater transparency and efficiency

Every part of Historic England will contribute to this objective. We will increase openness in our day-to-day dealings by ensuring the general public and our stakeholders are aware of what we do and how we make our decisions. We will engage with the wider public by ensuring that they can give feedback that is actively acknowledged and where feasible acted upon.

We will secure best value for money in our daily operational dealings.

Outcomes

- Those who are affected by our work understand our role, the principles by which we work and their ability to influence our activities.
- We maximise the volume of activity we are able to undertake within our given government grant.

Resource estimate

£0m

Evidence of success includes:

- Stakeholder survey on accessibility and openness as an organisation
- Stakeholder survey on communication with stakeholders
- Action Plan feedback score

Corporate Plan Objective 5.2: Encourage and support volunteering with Historic England.



5.2.1. Encourage and support volunteering

Volunteering is an essential part of the future of Historic England. The last CLG Citizenship survey in 2011 found that 10.6 million people in England formally volunteered once a month. Volunteering can provide a very effective way for people to become meaningfully engaged with the conservation of heritage at a local level. People volunteer for a variety of reasons, including pursuing an area of interest, wanting to give something back to society, developing skills and improving their employment prospects, improving their social life and having something constructive to do with their spare time. Volunteering has always been important in the heritage sector, and Historic England is committed to increasing the number of ways people can volunteer their time, both directly and through our partner organisations. Volunteering also includes students on unpaid placements as part of a further or higher education course and work experience for school-aged children. We will do this by:

- Developing more volunteering opportunities across Historic England, including with the Historic England archives in Swindon and online.
- Supporting the sector in developing the number of volunteers gathering information for the Heritage at Risk GII project.
- Volunteers are engaged in recording, researching and protecting war memorials.
- Developing volunteering opportunities which are relevant to a diverse range of people.
- Developing more unpaid work experience placements for students aged 14-18.
- Developing more unpaid student placements for students aged 18+ on heritage related courses.
- Developing a volunteering and unpaid placements policy which ensures a consistent high quality experience for volunteers.

Outcomes

- More people are actively involved in caring for heritage.
- More people who have not been involved in heritage before, including people of BAME heritage are contributing volunteer hours.
- The number of volunteer hours for Historic England is increased.
- The Heritage at Risk GII project is contributing valuable and accurate data and providing opportunities for a wide range of people to get involved.
- War memorials are better appreciated and in an improved condition.
- Online records are improved, for example, the National Heritage List for England.

See also objectives 1.4 and 2.3.

Resource estimate



£0.2m

Evidence of success includes:

- Number of volunteers who have worked for Historic England in this year

Corporate Plan Objective 5.3: Increase our resilience by developing non-Government sources of income.

5.3.1. Increase resilience

As part of our ongoing stewardship of public money, Historic England will seek to increase its resilience and ability to champion historic places by developing non-UK government sources of income. These will include introduction of charged-for Enhanced Advisory Services (fast-track listing, listing enhancement, a screening service to provide clarity on significance and extended pre-application advice) and exploring further expansion of services.

Outcomes

- Generate an income from Enhanced Advisory Services of £1.6 million by 2017/18, enabling greater organisational resilience.
- Through a more proactive optional service, the needs of our customers (particularly the development sector) will be met and we will be able to do more to contribute to sustainable growth.
- 6% commercial income growth and reduced net cost for the archives and/or publishing over three years.
- Commission research into future income sources.
- Identify specific relevant projects in the Plan that are eligible for EU funding and seek that support.

Resource estimate

£1.2m

Evidence of success includes:

- Annual total of self-generated income

Corporate Plan Objective 5.4: Look for ways to use our resources as a catalyst for greater inward investment, eg, through partnerships.

5.4.1. Increase inward investment

Through our Grant in Aid, we will leverage growth opportunities in partnership with other public



sector providers and with the private sector, as well as through our grant programmes. From independent research in February 2013 we know that the recipients in nine out of ten grant aided projects that also received funding from other organisations agreed that receiving our grant helped them secure other funding.

Outcomes

- Use our grants programme to leverage additional funding for grant recipients.
- Collaborate with the sector on training.

See also objective 3.5.

Resource estimate

£0.2m

Corporate Plan Objective 5.5: Care for our archive collections in an exemplary way.

5.5.1. Look after the Historic England archives

Historic England is responsible for major collections of photographs, plans, reports and other records which are of national significance. We will continue to store and manage the archives in our care so that they remain available to future generations of researchers. We will focus in particular on:

- Demonstrating conformity with best sectoral practice by attaining accredited archive status.
- Increasing our photographic conservation expertise and resource.
- Ensuring we can effectively preserve digital records into the future.
- Developing options for additional storage so that we can continue to collect significant archives.

Outcomes

- Conditions in our archive stores meet relevant national and international standards.
- The archives in Historic England's care are bequeathed to future generations in at least as good a condition as we inherited them.

See also objectives 1.3 and 2.5.

Resource estimate



£0.9m

Evidence of success includes:

- Number of items in the Archive

Corporate Plan Objective 5.6: Support English Heritage in its care of the National Heritage Collection.

5.6.1. Support English Heritage

We will support the English Heritage charity as it seeks to improve the state of conservation of the National Heritage Collection and reach financial self-sufficiency. Our work will focus on providing high quality and efficient shared services, for example in finance, human resources, information technology, research and technical conservation expertise.

With English Heritage we will regularly review progress in its programme of care and enhancement of the National Heritage Collection and the progress towards financial self-sufficiency.

Outcomes

- English Heritage functions efficiently and effectively.
- The condition of the National Heritage Collection is much improved and the operation is on course to reach self-sufficiency by 2023.

Resource estimate

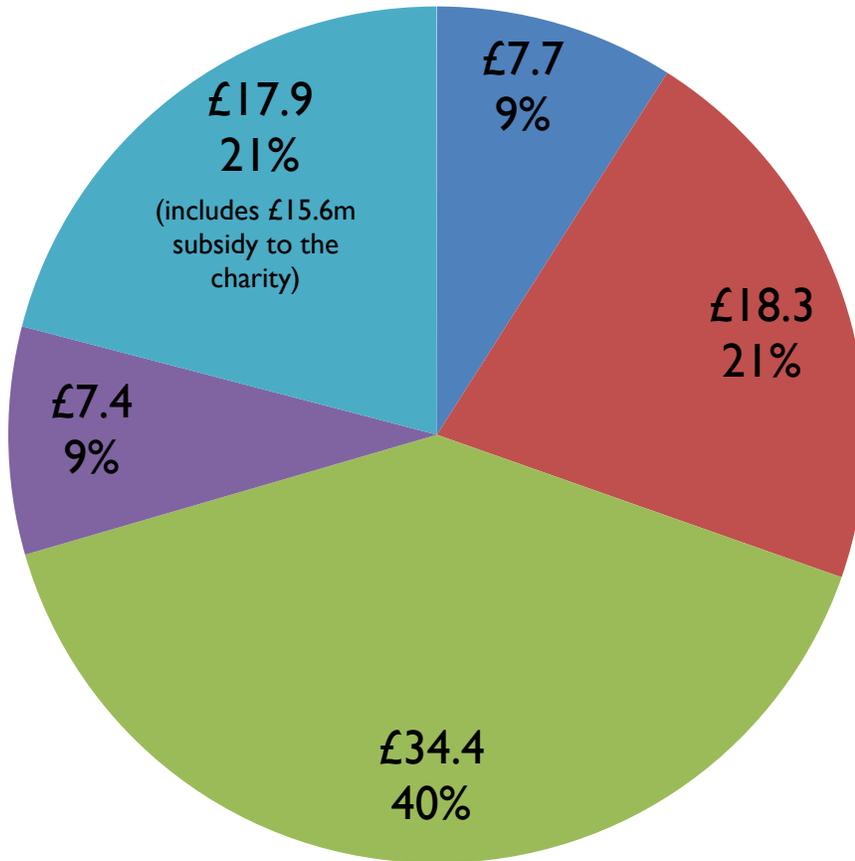
£15.6m (subsidy to the charity)

Evidence of success includes:

- Shared services satisfaction survey annually
- Trading surplus/deficit in the Charity
- Cost of priority 0, 1, 2 conservation defects that remain outstanding (2014/15 condition benchmark)

Costing the Action Plan

Costing the Action Plan by Aim (£m) 2015/16



■ Aim 1: Champion England's heritage

■ Aim 2: Identify and protect England's most important heritage

■ Aim 3: Support change through constructive conservation

■ Aim 4: Support owners and local authorities to have the expertise to look after England's heritage

■ Aim 5: Achieve excellence, openness and efficiency in all we do (includes £15.6m subsidy to the charity)