



Historic England

Three Year Corporate Plan 2016-19

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Must Farm, Bronze Age Site, Cambridgeshire

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Foreword

This Corporate Plan is based around our continuing mission: to champion and protect England's historic environment.

It is an inspiring challenge in a world where historic structures are under constant threat. Destruction equivalent to the recent horrors in Palmyra may never happen in England, but our heritage is at risk from the pressures of population growth, changing lifestyles, new building requirements and a lack of appreciation or understanding.

Historic England has very limited powers beyond its ability to provide advice and guidance. Our role as a champion of the historic environment is therefore crucially important. During 2015-16, our first year under our new name, we have helped to raise the profile of England's extraordinary heritage, emphasising its importance as a great national capital asset providing a dynamic base for sustainable economic growth. We have highlighted its contribution to the beauty of our surroundings, as a core foundation for a sense of local (and national) identity and as the source for the most vivid impressions of England throughout the world.

The success of this three year plan depends upon our working in a spirit of genuine collaboration and partnership, both internally and with all those who value and care for the historic environment. We will optimise our impact if we do so.

Our plan must be delivered during a time when our resources have been reduced by the Comprehensive Spending Review. Besides being prudent in our spending, we also need to increase our income from non-government sources. Our Enhanced Advisory Services, launched in 2015-16, constitute a positive first step in this direction.

This plan is exciting and ambitious. It emphasises Historic England's vital role in our nation's life. I have every confidence, through working together, that we can turn this plan into a success.

A handwritten signature in black ink, reading "Laurie Magnus". The signature is written in a cursive style with a long horizontal stroke at the end.

Sir Laurie Magnus
Chairman, Historic England

Our Mission

To champion and protect England's historic environment.

Our Statutory Purposes

We are officially the Historic Buildings and Monuments Commission for England. Our common name is now Historic England. We were established by the National Heritage Act 1983. Our statutory purposes are to:

1. secure the preservation of ancient monuments and historic buildings;
2. promote the preservation and enhancement of the character and appearance of conservation areas; and
3. promote the public's enjoyment of, and advance their knowledge of, ancient monuments and historic buildings.

Our Values

We champion. We stand up for the historic environment.

We are expert. We have the knowledge, experience and technical expertise to speak and act authoritatively.

We are constructive. We promote the long term protection of the historic environment by keeping it in beneficial use.

Our Aims

- Aim 1** Champion England's historic environment.
- Aim 2** Identify and protect England's special historic buildings and places.
- Aim 3** Promote change that safeguards historic buildings and places.
- Aim 4** Help those who care for historic buildings and places, including owners, local authorities, communities and volunteers.
- Aim 5** Engage with the whole community to foster the widest possible sense of ownership of our national inheritance of buildings and places.
- Aim 6** Support the work of the English Heritage Trust in managing and safeguarding the National Heritage Collection of buildings and monuments and to achieve financial self-sufficiency.
- Aim 7** Work effectively, efficiently and transparently.

Chief Executive's Introduction

We have been working together as Historic England for a year now. During this time we have made remarkable progress. We consolidated our formal role under the new banner – reconnecting with key partners such as local authorities to continue the important work we did as English Heritage, protecting and caring for historic buildings and places.

But we achieved a great deal more than fulfilling our statutory remit, important as that is. Together, we brought into sharper focus the vital role that the historic environment all around us plays in local and national life. This is why the new Historic England was created, and it has been very rewarding to watch our new story come to life.

Thanks to us, an internationally important Late Bronze Age settlement was excavated at Must Farm in the Peterborough fens. It yielded some truly remarkable discoveries about the way people lived at the moment of its destruction by fire.

At the other end of the chronological spectrum, we launched our first major public exhibition at Somerset House in February about England's spectacular but neglected post-War public art. And we successfully applied for listing of some 42 of the best examples. The show deservedly won a range of plaudits, and helped us forge new partnerships across the arts, culture and heritage. It will travel to Newcastle later this year where it will reach a further new audience. It has shown what we can do when we select themes, and all departments work together.

These examples show HE at its most effective– making a real and measurable difference to the future of our past. There is extraordinary potential within our organisation and each of us has a part to play in realising it. Firstly, in pursuing our professional roles – whether that's in Listing, Research, Planning, Engagement, HR, IT, Governance or Finance. All our skills and knowledge are vital to HE's success. But collaboration and co-operation will make our impact so much greater than the sum of our parts. We are all champions for the historic environment. We all have more to contribute.


Our resources are tight. We have been set a difficult challenge by the 2015 Spending Review, but we have also been given new flexibilities such as the powers to generate extra income. We need to use these creatively if we are to prosper.

We also need to work together better. Projects like Enriching the List must be cross-organisational if they are to be successful. The List is a major asset for the nation, and we can all get involved in its future. I hope to see the riches of the HE Archive, and our unrivalled knowledge from Research, as well as Planning teams in every region, brought to bear on the project. It is the beginning of a new way of working for HE, opening ourselves further to the world outside, and seeking much broader involvement from the public in our important mission.

There will be many opportunities for us all to get involved in campaigns to promote the historic environment in social media. This is something we can all do and enjoy, and I have been heartened that so many of you have already joined in with this sort of activity. We can all work within our own spheres of influence to meet HE's first objective, championing the historic environment.

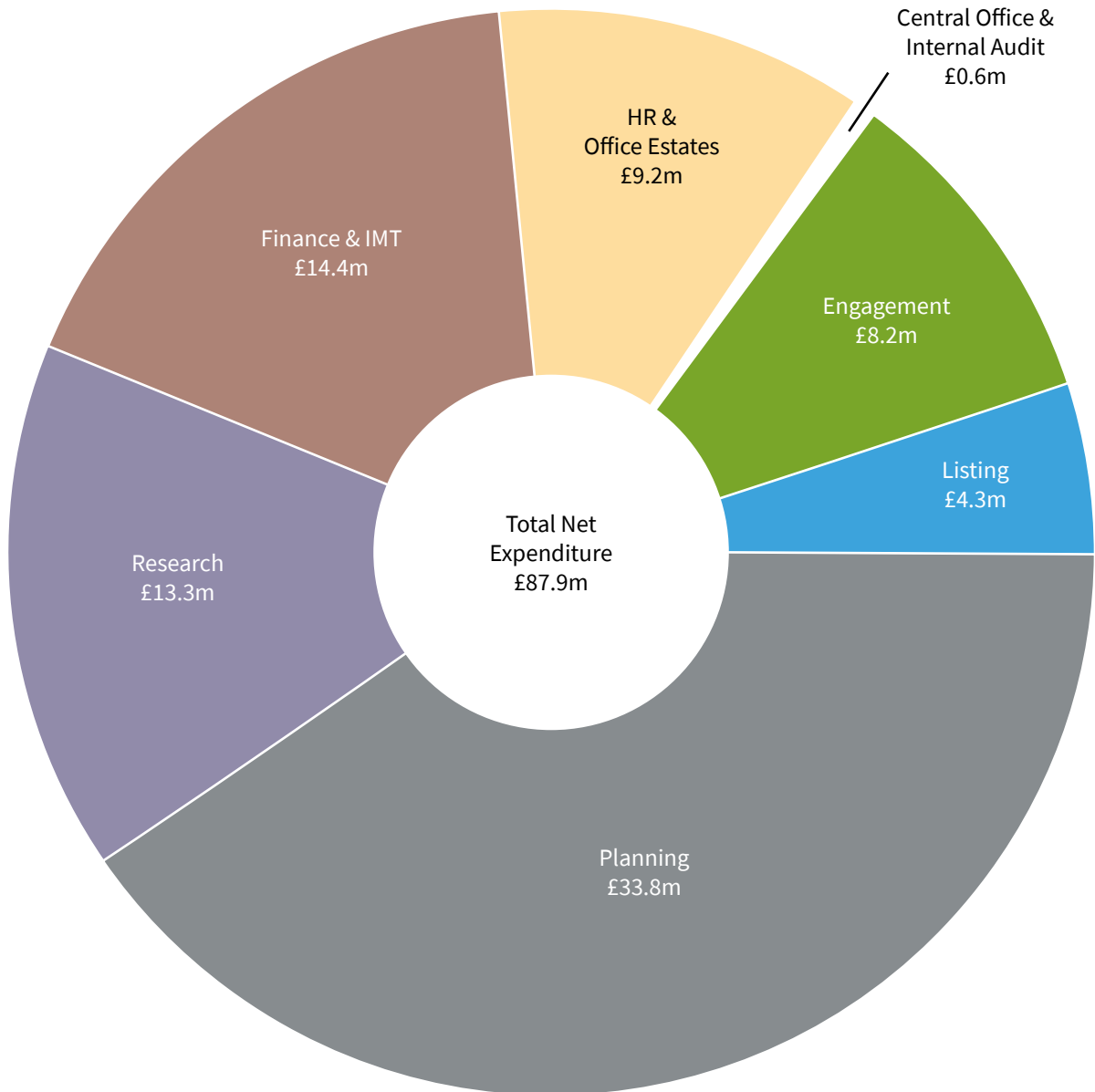
At such an important time for the development of our national infrastructure and our economy, we must continue to get the message across that our historic environment is a national asset and enhances long term and high quality growth, as well as adding to the quality of everyday human life.

I am looking forward to the year ahead, in the hope that it will be just as productive as the last one.

A handwritten signature in black ink that reads "Duncan Wilson". The signature is written in a cursive style with a large, prominent initial 'D'.

Duncan Wilson
Chief Executive, Historic England

Resources for 2016-17



Historic England Department	15-16 Budget £ m	16-17 Budget £ m
Expenditure		
Engagement	8.3	8.2
Listing	4.5	4.3
Planning	34.1	33.8
Research	13.8	13.3
Finance & IMT	15.8	14.4
HR & Office Estates	9.4	9.2
Central Office & Internal Audit	0.6	0.6
Total Net Expenditure	91.3	87.9
Earned Income (excluding Shared Services)	1.8	1.1
Revenue deficit funding to EH	15.5	13.9
Shared services income	9.1	9.3

Our Work in 2016-17

Engagement Group

Inputs: 134 staff; £8.2m budget; 6 teams: Archive, Communications and Marketing, Development Economics, Governance and Legal, Government Advice and Publishing.

Aim	Work	Outcomes
Aims 1, 5	<p>Promote public engagement with heritage:</p> <ul style="list-style-type: none"> • Produce and promote content which excites and enthuses people through exhibitions, books, the media and digital channels • Run campaigns to help people identify with their heritage and recognise the importance of looking after it • Improve public access to the Historic England Archive and safeguard the collections for the future • Secure the future of the Heritage Schools programme • Develop a volunteering programme for Historic England 	<p>Public awareness and understanding of heritage</p> <p>More people are active champions for the historic environment</p>
Aim 2	<p>Provide advice on the impact of national law and policy on England's heritage:</p> <ul style="list-style-type: none"> • Provide advice to government on proposed changes and respond to relevant consultations • Promote reform to enable the planning system to better protect heritage • Provide strategic advice and guidance to owners, developers and local authorities, produced collaboratively with the sector where appropriate • Research which demonstrates the impact of policy and provides evidence of where change is needed • Support DCMS's Church Review 	<p>Protection of heritage is maintained</p> <p>The heritage protection system is simpler and operates more effectively</p>

Aim 7	<p>Provide evidence of the value and impact of heritage and Historic England:</p> <ul style="list-style-type: none"> • Research which demonstrates the social and economic value of heritage • Advise DCMS in its sponsorship of Historic England • Work with DCMS on triennial review of Historic England • Improve the evidence base for the next Spending Review 	Government recognises the value of heritage and continues to support Historic England
Aim 7	<p>Ensure Historic England’s decision-making is robust and transparent:</p> <ul style="list-style-type: none"> • Provide legal advice • Support effective governance • Be transparent by default • Support a constructive approach to risk • Be open with the media to explain what we do and why 	<p>Growing awareness of Historic England</p> <p>Public has trust and confidence in Historic England</p>
Aim 7	<p>Develop non-government sources of income:</p> <ul style="list-style-type: none"> • Establish fundraising strategy and team • Identify and implement the most effective means to increase income from the HE Archive and its collections • Increase income and reduce costs so that commercial books cover their full costs • Develop services which can be marketed internationally 	Greater financial resilience
Aim 6	<p>Monitor the English Heritage Trust’s performance of its grant and licence obligations in its management of the National Heritage Collection</p> <p>Provide Archive, Legal and secretariat services to the English Heritage Trust and promote the effective working of shared services overall</p>	The National Heritage Collection is conserved and moves towards financial self-sufficiency by 2023

Listing Group

Inputs: 90 staff; £4.3m budget; 6 teams: north, south, east, west, centre and Heritage Data Management.

Aim	Work	Outcomes
Aim 2	<p>Provide expert and timely advice to DCMS on additions and revisions to the National Heritage List for England (NHLE) on all categories of designated asset</p> <p>Working closely with Research Group, deliver a programme of strategic designation which draws on new understanding and 21st century values. Priority areas include:</p> <ul style="list-style-type: none"> • The disposal of public assets • Infrastructure (especially rail networks and sites of energy production) • Post-war buildings (in particular, education buildings and public art) • Heritage at Risk sites • Heritage Action Zones and priority places; • Places of worship (arising from Taking Stock projects) • Diversity 	<p>Our most significant and at risk heritage is identified and saved</p> <p>The NHLE benefits from new areas of understanding, and provides clarity where most needed in the management of change in the historic environment</p>
Aims 2, 5	<p>Respond to external requests for designation, within agreed time-scales, while maintaining a balance with strategic work</p>	<p>Our most significant and at risk heritage is given due priority</p>
Aims 2, 5	<p>Contribute to the First World War centenary through the new or enhanced listing of 2500 war memorials by the 2018 armistice day anniversary</p>	<p>The memory of our First World War service men and women is honoured through a lasting legacy of protection</p>
Aim 4	<p>Marine: develop the marine aspect of the National Record of the Historic Environment, giving it a distinct identity, as part of the Heritage Information Access Strategy. Administer the licencing of dive activity on protected wrecks, undertake protected wreck management, and work with the licensees. Augment the number of protected marine and coastal sites, and contribute to policy formulation for their protection</p>	<p>Marine heritage protection is well maintained and better understood</p>

Aims 4, 5	Enriching the List: launch this innovative project which enables the public to enhance entries on the NHLE, by uploading information and photographs to an annexe of the official List entry	The NHLE becomes a better repository of understanding, and there is greater public engagement
Aim 4	Historic Environment Records: with our partners, improve access to information and explore ways of moving towards a single means of accessing historic environment information nationally. Co-ordinate the management of MIDAS Heritage, the UK historic environment data standard	More use is made of heritage data in historic environment records in protecting England's heritage
Aims 4, 7	Promote the take-up of Enhanced Advisory Services, and contribute to income generation as appropriate	Our services are extended, creating partnership with owners, while improving our financial resilience
Aim 7	Enhance the NHLE and associated data-sets through an ongoing programme of amendments and revisions, and continue to improve the user experience. Review the associated heritage datasets and web-sites, including the National Record of the Historic Environment (NRHE), PastScape and the Heritage Gateway, in partnership with local authorities and others, in order to maximise their potential	The NHLE's content is enhanced, and our overall knowledge holdings are increasingly used in protecting England's heritage
Aim 7	Setting standards in heritage data: collaborate with partners nationally and internationally to promote common standards, including specialist vocabularies such as the Thesaurus of Monument Types, and the use of accessible and searchable vocabulary hubs on the web	Heritage data is better understood and more usable

Planning Group

Inputs: 326 staff; £33.8m budget; 11 teams: 9 x regional teams – London, East of England, East Midlands, Yorkshire, North East, North West, West Midlands, South West and South East; Director's Office, and Conservation.

Aim	Work	Outcomes
Aim 3	Through our funded research and in-house expertise enhance understanding of risk to heritage	The nature and extent of risk to heritage assets and conservation challenges are better understood leading to more effective responses
Aim 3	Remove 750 (15%) entries on the 2015 Heritage at Risk Register by 2018	Heritage assets are removed from the 'at risk' register through advice and grants
Aim 3	Continue to influence decision-makers through delivery of our advisory services	More decision-makers are convinced of the value of the historic environment
Aim 3	Further embed the Constructive Conservation ethos in our own advisory services and others'	Heritage assets are conserved or enhanced through appropriate development
Aim 4	Increase the demand for our pre-application advice by providing an excellent service	Customers receive consistent and constructive advice with excellent customer care
Aims 4, 5	Increase the involvement of local communities in addressing Heritage at Risk	People appreciate their local heritage and are stimulated to act to save and re-use heritage at risk
Aims 4, 5	Continue to encourage and inspire Local Planning Authorities to adopt positive strategies for the conservation and enjoyment of the historic environment	Local plans contain positive and realistic policies for the historic environment

Aims 4, 5	Launch a Heritage Action Zones initiative that aims to enable sustainable growth	Heritage action zones show the part historic England can play in growth
Aims 4, 5	Work with Councils and local communities to address the causes of risk to Conservation Areas:	The trend of risk to priority Conservation Areas is positive
Aims 4, 5	Increase capacity through a range of activities including National Capacity Building grants, advice and training	Capacity and capability in the heritage sector is enhanced
Aim 4	Continue to support our advisory services with specialist expertise from the Conservation Department	Regional teams and partners are supported by consistent high quality specialist expertise
Aim 4	Improve on-line accessibility of our specialist knowledge by updating and adding to technical advice notes	Specialist knowledge is available to decision makers
Aim 4	Ensure that grant applicants receive the support they need to complete successful Heritage at Risk projects	Grant applicants are supported throughout the grant cycle
Aim 4	Support the delivery of Historic England's external training strategy	The heritage sector has the appropriate level of knowledge and skills
Aim 6	Provide a high quality and efficient Conservation Shared Service and other shared services to the English Heritage Trust	English Heritage Trust receives a consistent and constructive service with excellent customer care
Aim 7	Strengthen business improvement processes through restructure of Directors' Office	Group performance is continuously improved
Aim 7	Audit implementation of H&S processes and respond to recommendations	A safe and efficient working environment is provided in the operational estate

Research Group

Inputs: 136 staff; £13.3m budget; 7 teams – Historic Places Investigation South and West, Historic Places Investigation North and East, Excavation and Analysis, Imaging, Capacity Building, Commissions and Programmes, Historic Environment Intelligence

Aim	Work	Outcomes
Aims 1, 5	<p>Deliver high quality technical and artistic imagery for the web, publications and exhibitions</p> <p>Deliver two copies of Historic England Research annually and increase readership (attracting 40,000 page views)</p>	<p>Our imagery contributes to the growing awareness of Historic England</p> <p>Our research will reach new, wider and more diverse audiences</p>
Aims 2, 5	<p>Through our research grants and in-house expertise we will:</p> <ul style="list-style-type: none"> Enhance knowledge and public enjoyment of heritage that needs to be better understood or represented, including coastal and wetland archaeology and the heritage of faiths Enhance understanding of the risks to heritage and identify opportunities to avoid or reduce them In poorly understood areas ensure our record of the historic environment is accurate and nationally important assets are identified. <p>With Listing, improve access to heritage information, moving towards a single means of accessing historic environment information nationally.</p> <p>Attract Higher Education sector research resources to address key research priorities</p>	<p>A heritage record and statutory list that keeps up with new understanding and values</p> <p>Risk to our most important heritage is reduced.</p> <p>Risk for developers is reduced and owners and managers have up to date information</p> <p>Heritage information will be more cost effective and accessible.</p> <p>More postgraduate studentships or research projects are focused on strategic heritage priorities.</p>
Aim 3	<p>Contribute to a better understanding of the character and significance of Historic England’s Heritage Action Zones and other priority places.</p>	<p>Heritage action zones show the part Historic England can play in growth</p> <p>Increase the flow of strategic listing proposals</p>

Aim 4	<p>Co-ordinate and deliver an enhanced training programme of 8000 training opportunities over three years, including an extended e-learning offer</p> <p>Through labour market research identify key skills shortages in the sector and address them through the creation of apprenticeships and fostering studentships</p> <p>Through our own science strategy and research, contribute to the government-endorsed National Heritage Science Strategy</p> <p>Contribute our expertise to Heritage 2020 working group on Discovery to match higher education research resource to the sector's key needs</p>	<p>A better trained heritage workforce to support those who care for historic buildings and places</p> <p>More heritage apprenticeships and studentships meeting priority skills gaps</p> <p>Heritage science makes heritage conservation and protection programmes smarter and more effective</p> <p>More higher education resources directed at sector priorities</p>
Aim 7	<p>Work with Planning and Listing to deliver listing enhancements and screening as part of Enhanced Advisory Services</p> <p>Find alternative sources of research funding where possible and new partnership ways of working</p> <p>Through the establishment of a new programme management team and procedure, develop an exemplary approach to managing our work programme and grants</p>	<p>Our services are extended and financial resilience improved</p> <p>Historic England becomes an Independent Research Organisation recognised by the Research Councils</p> <p>A more flexible and efficient approach to delivering projects and services</p>
Aim 6	<p>Provide research and imaging services to the English Heritage Trust</p>	<p>The English Heritage Trust is successful</p> <p>The charity continues to be satisfied with our service and want to develop this further</p>

Finance and IMT Departments

Inputs: 132 staff; £14.4m budget; 11 teams: Finance Business Partnering, Financial Accounts & Systems, Finance Shared Services, Corporate Finance & Performance, Income Generation, IMT Special Projects, IMT Programme, Corporate Records, Corporate Systems, IMT Operations, IMT Development

Aim	Work	Outcomes
Aim 7	<p>To ensure HE manages within its budgetary and financial targets over the SR15 period:</p> <ul style="list-style-type: none"> • Coordinate process to deliver agreed and approved budget by the start of each year • Monitor budgets and the efficiency plan to ensure that year end outturn is within specified tolerance of forecast and report promptly to DCMS • Maintain and improve long term financial plan, updating it as circumstances change and ensure HE management are clear about the organisation’s long and short term financial position • Ensuring our business partnering supports the wider organisation for budget management and specific projects/programmes • Financial reporting to DCMS is prompt and accurate 	<p>HE remains within its Grant in Aid allocation</p>
Aims 6,7	<p>Provide an efficient Finance and procurement shared service to our clients:</p> <ul style="list-style-type: none"> • Produce audited, unqualified annual accounts within a shortened deadline • Process all payroll, expenses, payables & receivables promptly and accurately, within SLA KPIs whilst keeping costs at or below central government benchmarks • Deliver all DCMS reporting requirements accurately and on time to ensure that confidence of HE and DCMS in accurate financial monitoring is maintained • EHT is successful, and continues to want to use HE’s services, thus protecting HE income 	<p>Confidence of HE and DCMS in accurate financial monitoring is maintained</p> <p>EHT is successful, and continues to want to use HE’s services, thus protecting HE income</p>
Aims 6,7	<p>Set out the strategic direction for HE ITFM and operational roadmap for future service provision:</p> <ul style="list-style-type: none"> • Develop an IMT strategy that clearly sets out the forward plan for HE IT • Contract for new “future sourcing” framework so that organisation receives the level of ITFM service required at a more competitive price • Review and allocate resource to support the strategy and future sourcing 	<p>New service is clearly matched to HE needs while being better and cheaper than current Capita service</p>

Aim 7	<p>Provide timely, relevant training & advice:</p> <ul style="list-style-type: none"> • Deliver all required finance, VPC and buyer training, either face to face or electronically • Deliver all required training on MS office products • Provide timely and accurate procurement advice • Ensure staff understand and deliver their responsibilities as Information Assets Owners 	HE staff are properly trained for the work they do and have the information they need
Aims 6,7	<p>Provide a high quality IT service to clients:</p> <ul style="list-style-type: none"> • Ensure all staff have the software they require, in up-to-date versions • Ensure that all offices have a good standard of phone and network connectivity, without undue delays and mobile office development is rolled out • Ensure system availability and problem resolution meets or exceeds required standards • Ensure 3rd party suppliers and subcontractors are managed rigorously and to contract terms and conditions, all variations to go through formal change control 	Staff satisfaction with IT provision improves by next staff survey
Aim 7	<p>Work with the Groups to develop non-government sources of income:</p> <ul style="list-style-type: none"> • Identify potential future services to extend range and scope of current EAS service to diversify income sources • Examine the scope for applying fees and charges for aspects of HE's work • Identify other potential areas of income generation including shared services 	Greater financial resilience
Aim 7	<p>Provide evidence of the value and impact of HE's work:</p> <ul style="list-style-type: none"> • Provide analysis showing distribution and nature of HE's current and planned expenditure • Provide benchmarking to show HE's effectiveness compared to other bodies • Enhance evidence base for DCMS triennial and spending reviews 	Help demonstrate the case for HE's continued funding
Aim 7	<p>Maintain stewardship of HE's assets:</p> <ul style="list-style-type: none"> • Maintain the fixed asset register, and regularly confirm existence and valuation of all fixed assets • Maintain a database of all IT and telecoms assets, so that they can be located and safeguarded • Maintain a comprehensive list of HE information assets, and ensure that there are rigorous and robust controls to safeguard them without compromising efficiency • Review compliance with Cabinet Office cyber security guidance 	Assets are safeguarded and utilised effectively

Human Resources Group

Inputs: 55 staff; £9.2m budget; 7 teams: Internal Communications & Employee Engagement, Reward, Recognition and Retention, HR Shared Services, HR Local Services, Policy & Employee Relations, Learning & Development, Office Estates, Facilities Swindon & London, HR Directorate

Aim	Work	Outcomes
Aim 7	To exploit the Operational Freedoms, including exiting the PCSPS for future recruits and replacing with a more cost efficient pension scheme	<p>Substantial savings on pension costs and administrative efficiencies</p> <p>Begin to address issues around pay in respect of recruitment and retention following five years of government pay restraint</p>
Aim 7	Review Historic England pay structures and system in light of SR15, employee staff survey feedback and of being a smaller, less complex organisation since de-merger	<p>Simplified and better aligned pay systems</p> <p>Greater efficiency</p> <p>More effective pay decisions</p> <p>Greater understanding by employees and managers</p>
Aims 1, 6, 7	Provide the insight, the internal communication infrastructure and advice to Historic England to actively engage and involve employees with the work of the organisation	Connected, motivated and enthusiastic employees who advocate for their organisation
Aims 1, 5, 7	Develop an Employer Brand for HE that communicates why people might want to join us	<p>Reduce time spent recruiting into roles</p> <p>Reduce reliance on and cost of agency recruitment activity</p> <p>Selling the complete reward package and value of it to existing, new and future employees</p>
Aim 7	Maximise the functionality of the HR System by developing a clear set of requirements to include further use of self-service and mobile applications	The time spent doing basic HR processes (such as recording absence or annual holiday) become quick and simple to do
Aims 5, 6, 7	<p>Improve equality and diversity at Historic England by:</p> <ul style="list-style-type: none"> working with Stonewall towards achieving LGBTQ equality improving the Equal Opportunities monitoring data that we hold continuing our work to diversify our workforce in under-represented areas 	<p>Better able to recruit, retain and motivate LGBTQ employees</p> <p>Improve our position on the Stonewall Workplace Equality Index</p> <p>Better understanding of our diversity and ability to monitor fairness</p> <p>More accurately reflect the community that we serve enabling us to attract the best talent to our sector and the widest range of supporters for our work</p>

Aim 7	<p>Develop a new learning and development strategy to include:</p> <ul style="list-style-type: none"> • leadership and management development • supporting staff to communicate, advocate and champion Historic England • providing structure and transparency for all personal and team development • working with Clore Leadership on regional heritage leadership events 	<p>Improve leadership and management capability</p> <p>Visibility and fairness of training offer to staff</p> <p>Succinct and accessible communication</p> <p>Increased resilience and income Staff have the skills they need to achieve excellence</p> <p>Efficient and business-like approach</p> <p>Effective teams</p> <p>Respond quickly to staff demand for knowledge and information Work towards increasing diversity in the sector</p> <p>Better reflection of under-represented heritage and those from lower socio-economic and educational backgrounds</p> <p>Develop Regional Directors' local profile in wider sector</p>
Aim 7	<p>Support Heritage departments' apprenticeships and plan possibility of corporate ones in later years</p>	<p>Recoup levy</p> <p>Meet government targets</p> <p>Drive sector and grant recipients to offer quality apprenticeships</p>
Aim 6	<p>Provide HR, Facilities and Office Estate services to the English Heritage Trust making processes more efficient and cost-effective and promote the effective working of shared services overall</p>	<p>The English Heritage Trust is successful</p> <p>The charity continues to be satisfied with our service and want to develop this further</p>
Aims 6, 7	<p>Contribute to the Accommodation Strategy Programme</p>	<p>Best use of office estate made when any lease event occurs</p> <p>An efficient and fit for purpose office estate at the lowest cost possible for Historic England and the EHT where they co-habit</p> <p>Increase in rental payable to Historic England from third parties</p> <p>Office Space Principles developed to maximise efficiency and ensure consistency across the office estate</p>
Aim 7	<p>To ensure that the Facilities service in London and Swindon is delivered effectively and with a strong focus on customer service</p>	<p>Customer-focused, proactive, efficient and cost effective service at both main offices</p>

Measuring Our Success

We will measure the following things to help understand how well we are achieving our aims. We will measure things that we produce (outputs) and the impact we are having (outcomes). Last year's figures are shown where available.

Aim	Measure	Figures for 15-16
Aim 1: Champion England's historic environment	<p>Outputs</p> <ul style="list-style-type: none"> • Visits to our website • Media coverage • Heritage schools participants • People actively engaging with our programmes (e.g. Enriching the List) <p>Outcomes</p> <ul style="list-style-type: none"> • Heritage assets saved or protected annually and directly through our work • Reputation Tracker score 	<p>2,767,872 1072 (325 national print articles, 72 national broadcasts) Over 100,000 pupils [Not available yet]</p> <p>[Not available yet]</p> <p>75.7% (This puts HE within the top ten of non-departmental public bodies)</p>
Aim 2: Identify and protect England's special historic buildings and places	<p>Outputs</p> <ul style="list-style-type: none"> • Changes to the National Heritage List for England • Historic sites newly identified through our work and added to Historic Environment Records 	<p>9,115</p> <p>Over 5,400</p>
Aim 3: Promote change that safeguards historic buildings and places	<p>Outputs</p> <ul style="list-style-type: none"> • Grants given • Pre-application proposals advised on • Planning casework advised on 	<p>£19.5 million</p> <p>3,721</p> <p>22,030</p>
Aim 4: Help those who care for historic buildings and places, including owners, local authorities, communities and volunteers	<p>Outputs</p> <ul style="list-style-type: none"> • Training opportunities delivered • Advice and guidance downloads • Research publications downloads • Views of our digital Archive • Views of the National Heritage List for England <p>Outcomes</p> <ul style="list-style-type: none"> • Volunteers we have engaged 	<p>2944</p> <p>331,959</p> <p>158,228</p> <p>1,422,753</p> <p>1,535,024</p> <p>125 directly working for HE</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Aim 5: Engage with the whole community to foster the widest possible sense of ownership of our national inheritance of buildings and places</p>	<p>Outputs</p> <ul style="list-style-type: none"> • Visits to our website • Media coverage • Heritage schools participants • People actively engaging with our programmes (e.g. Enriching the List) <p>Outcomes</p> <ul style="list-style-type: none"> • Heritage Counts statistic for Participation amongst Black and Minority Ethnic (BME), lower socio-economic groups and limiting disability or illness. 	<p>2,767,872 1072 (325 national print articles, 72 national broadcasts) Over 100,000 pupils [Not yet available]</p> <p>Adult visits to at least one heritage site in last 12 months: 56.3% BME groups 63.4% lower socio-economic groups 67.7% limiting disability or illness</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Aim 6: Support the work of the English Heritage Trust in managing and safeguarding the National Heritage Collection of buildings and monuments and to achieve financial self-sufficiency</p>	<p>Outputs</p> <ul style="list-style-type: none"> • Revenue deficit funding to English Heritage • Shared services survey results <p>Outcomes</p> <ul style="list-style-type: none"> • English Heritage trading surplus and cost of outstanding priority defects 	<p>£15.5 million [Not yet available]</p> <p>£500,000 surplus</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Aim 7: Work effectively, efficiently and transparently</p>	<p>Outcomes</p> <ul style="list-style-type: none"> • Customer feedback survey on Historic England services (eg Enhanced Advisory Services) • Stakeholder survey on the way we work (accessibility, openness, communications and provision of advice) • Workforce diversity (where recorded % of workforce by gender, Black and Minority Ethnic (BME), disability, sexual orientation) • Motivated and engaged workforce • Self-generated income • Administrative costs (%) 	<p>[Not yet available]</p> <p>[Not yet available]</p> <p>55.8% Female 3.8% BME 2.8% disability 5.9% LGBTQ 84% of staff are satisfied with their job 32% positive response rate to the statement ' We are executing our strategy effectively', 54% were unsure</p> <p>£1,042,006 earned income 16.6%</p>

Heritage Facts and Figures

Figures for 14-15	
Public engagement	
Taking Part statistic (% of adults who have visited a heritage site)	73%
Number of volunteers in heritage sector	575,274
Heritage organisation membership numbers	National Trust 4.2million English Heritage 892,000
Take up of GCSE/A-Level history and participation in heritage higher education courses	238,259 history GCSE and 46,003 history A-Level candidates 109,039 higher education students
Rate of change	
Amount of money spent on new development with a heritage impact	[Not yet available]
Number of planning applications with a heritage aspect	[Not yet available]
Listed Building Consent applications	30,005
Number of Conservation Areas	c. 10,000
Local authority engagement	
Local authority historic environment staff numbers	842
Number of Historic Environment Records online	2015/16 69 out of 85 nationally (81%)
Historic Environment Champions	March 2016 - 270 Local authorities (70%)



Historic England

We are the public body that looks after England's historic environment. We champion historic places, helping people understand, value and care for them.

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