



Historic England

Three Year Corporate Plan 2018-21



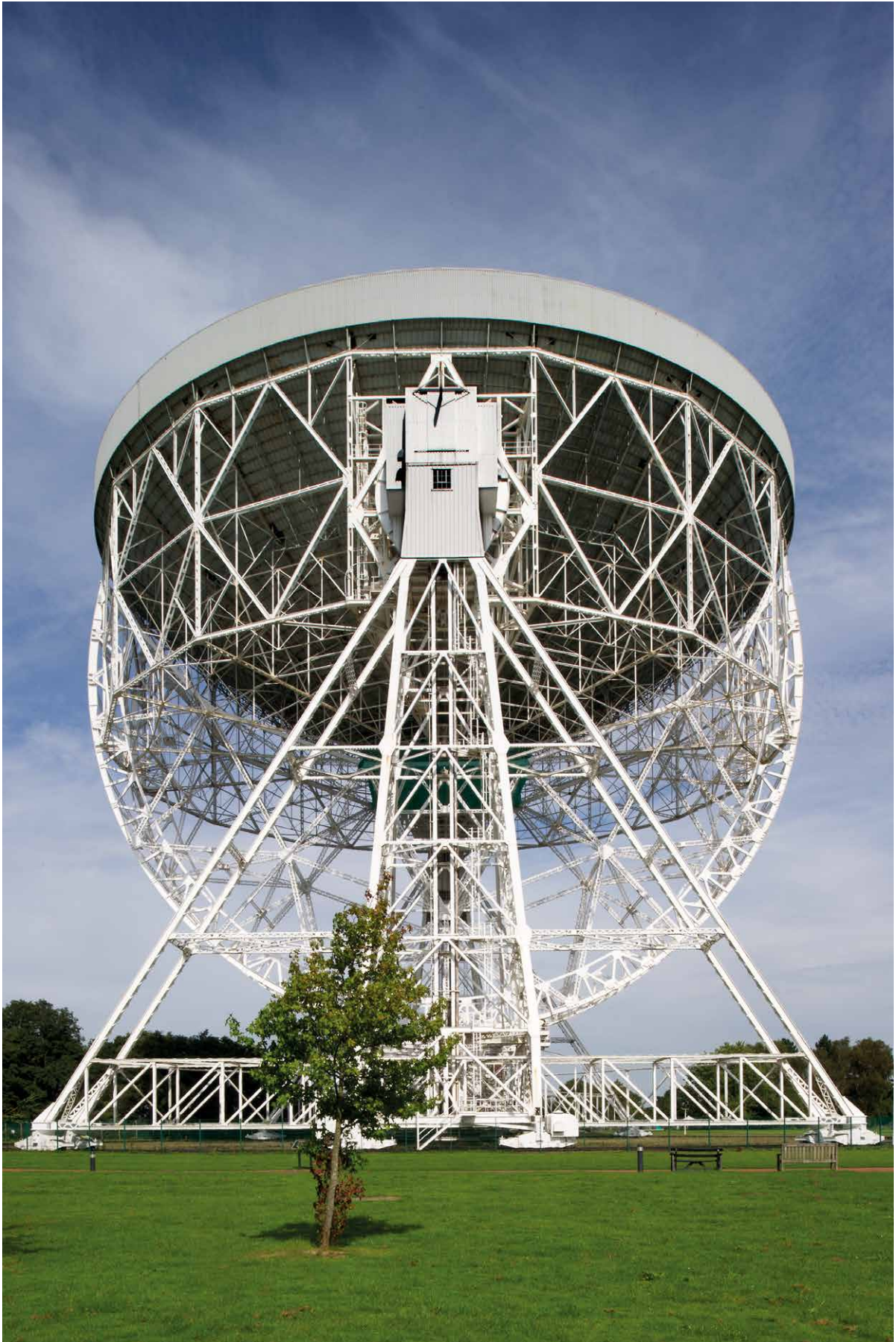
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Cover image: Opening day at The Piece Hall in Halifax, West Yorkshire, in August 2017. After several years of restoration work was completed to safeguard its future. The project lead received a Historic England Angel Award for her work in bringing this important site back to life.



Jubilee Tower, Shrewsbury Flaxmill, Ditherington, Shropshire. We are working with partners to save and restore this remarkable piece of the industrial revolution.



Lovell Telescope, Jodrell Bank, Macclesfield. Listed at grade 1 in August 2017 and featured in our '100 Places' campaign, Science and Discovery category.

Chairman's Foreword

We have much to be proud of as we enter our fourth year with the Historic England name.

We have worked with local authorities, developers and owners to promote viable solutions for listed historic buildings, ranging from iconic Battersea Power Station to remote redundant rural barns. We have raised the profile of heritage across social media with our increasingly interactive digital applications. We continue to support economic growth through our work, in relation to the protections afforded by the planning system, with bodies such as HS2 and national and regional house builders. Our recommendations on listing and our research work have received extensive publicity and have increased public understanding of the diverse nature of our heritage from war memorials to Post War pubs.

We are conscious of the vital importance of spending our Grant in Aid from government as effectively as possible to maximise our impact. We regularly seek to improve efficiency by adopting new ways of working, including the use of enhanced technology. We have successfully launched initiatives to charge for some of our enhanced services and to raise donations for projects which do not qualify for taxpayer funding. The English Heritage Trust, which manages the National Heritage Collection, achieved record visitor numbers during the year.

Our aims during the next three years, which are summarised on page 17, will include initiatives to highlight diverse heritage and improve our engagement with wider audiences (particularly Black, Asian and Minority Ethnic communities), working with our partners to roll out Heritage Action Zones as part of our championship of place-making within historic areas (particularly within those most at risk) and helping to promote the expertise of England's heritage sector overseas.

A handwritten signature in black ink, reading "Laurie Magnus". The signature is written in a cursive, flowing style.

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

Championing. We stand up for the historic environment.

Knowledge and expertise. We share our knowledge, experience and technical expertise to protect and care for historic places.

Constructive. We promote the long term protection of the historic environment by ensuring it is used in ways that benefit people.

Opposite: A Heritage Schools, First World War memorial workshop run in partnership with the War Memorials Trust, with pupils from John Randell School, Telford, Shropshire.



Chief Executive's Introduction

1. Achievements in 2017

Cultural partnerships

1.1 In 2017 we built on progress made since Historic England's launch in 2015, further establishing our role and voice as champion and protector of England's rich and diverse historic environment. Increasingly we are working alongside other cultural partners in fields such as the arts, museums and tourism as well as key organisations in the environment sector. Arguably our built heritage is one of the more accessible forms of culture since it is all around us. It's where we work and live, it gives context and perspective to our everyday lives. Yet too few people are actively engaged with it or even aware of it. Closer working with arts and culture organisations will enable us to build active participation among diverse communities, enabling more people to understand, enjoy and care for the historic environment.

Wider engagement and diversity

1.2 Linked to this is the fact that we don't only want to define what is significant within the existing parameters. We recognise the need to find out what matters to people and communities, and consider how that affects what we protect for the future. That is not to say that we don't continue to uphold rigorous standards and independent judgement in our listing and planning advice, with a view to what future generations, as well as today's, will value. Of course we do – it is the bedrock of our effectiveness and reputation. To embed those standards fully, we need to engage with more diverse audiences, and in different ways, to fulfil our remit to champion and protect England's historic environment. In line with our Culture White Paper commitments we are working hard to diversify both our community engagement and our workforce. We want more people to stand up themselves for what is precious to them. That is surely the best way of protecting it for future generations.



Another England workshop. Participants discussing and mapping Black and Asian heritage at RIBA North in Liverpool, November 2017.

1.3 We've gone about this wider engagement in a variety of ways in 2017:

- we continued to ask the public to contribute to the background information underpinning our List of protected buildings in our 'Enriching the List' programme, highlighting anniversaries such as the extension of women's suffrage and the 1918 Representation of the People Act;
- with support from Ecclesiastical Insurance we launched our '100 Places' project to select a hundred of the historic places which mean most to people, with the help of a number of high profile judges from outside our sector;
- we launched the 'Another England' project to mark 100 years of England's history from the perspective of Black and Asian people;
- we've opened up a number of important debates, including that about the character and identity of London and Londoners, in advance of the London Plan;
- we've continued our extensive programme of research and protection of 1914-18 War memorials;
- we've celebrated a number of important anniversaries including the partial decriminalisation of male homosexuality through our Pride of Place campaign.



Shah Jahan Mosque, Woking, Surrey. Built in 1889, it was the first purpose-built mosque in the United Kingdom, listed at grade I.

Thematic listing programmes

1.4 One of our key tasks is to make sure that we protect within the planning system the most important of our buildings and places. That means keeping the list up to date and, through cutting edge research, filling in the gaps, especially where more recent buildings are concerned. To that end we ran ‘thematic’ listing exercises in 2017 which included:

- First World War memorials;
- Post War schools and public houses;
- Po-Mo (Postmodernism);
- Individual places on which history has left its mark, such as the Leicester friary where Richard III was hurriedly buried after the Battle of Bosworth;
- The first steps to women’s suffrage;
- Places of worship, especially mosques.

Planning casework

1.5 But listing and scheduling don’t in themselves guarantee protection. They are tools to be used sparingly. Through our regional offices we work with local planning authorities to negotiate the best outcomes for our heritage of special buildings and places. On the whole our system protects individual sites effectively – although more so against insensitive development than neglect. But the greater challenge lies in protection of the character of special places such as Conservation Areas, in the year of the fiftieth anniversary of their establishment. We recognise that change can be good – our Good Growth report underlines the virtue of sensitive redevelopment of historic places to secure a sustainable future and retain their character. In London we are encouraged by the draft new London Plan that heritage will be seen as a key ingredient of cultural policy for the capital, as well as being centre stage in important planning decisions. The sort of joint-working we have done between cultural and planning-related stakeholders in London needs to happen elsewhere, because these are challenges we face everywhere, especially in our historic towns and cities. We put up strong arguments in cases from Paddington to Manchester, ensuring both our planning and advocacy expertise were deployed together.

Heritage Action Zones

1.6 We are in the second year of our Heritage Action Zone (HAZ) programme with 10 currently at delivery stage and a further eight in development. In a HAZ we work together with partners to help to deliver growth in historic places. This involves a range of work across the whole of Historic England from research, through listing, to community engagement and grant projects. We concentrate our resources where we can have the greatest impact and public value and will measure the success of the programmes. This year in particular, we have decided to invest more of that resource where it will make a difference in responding to economic needs and have identified more programmes in the north of England. We want our investment decision to take into account wider public benefit as well as heritage values.

Place-making

1.7 We are developing a Historic England place-making strategy with the aim of moving our engagement to a more strategic level, adopting a more place-based approach to casework. This will have benefits in terms of influence, reputation and income.



The Moot Hall in Appleby, Cumbria, one of the oldest still in use for its original purpose in England, lies at the heart of our Heritage Action Zone.

Heritage at Risk

1.8 We continue to take stock of the health of the nation's heritage through the annual updating and publication of our Heritage at Risk (HAR) Register, which provides official statistics on the number and different types of assets at risk across England. Finding solutions for Heritage at Risk is a key priority for us, delivered via dedicated regional teams, supported centrally. We recognise that public investment is often needed to unlock Heritage at Risk and we continue our commitment to funding a range of grants which target HAR. In 2016/17 we delivered £10.6 million of grant support to 260 projects across England. This funding helped towards the removal of 387 entries from the register (1240 off in the last 5 years), meeting our target for removals a year early. 2019 will be the 20th Anniversary since the creation of the Register and we will be focusing on those places which have remained 'stuck' since those early days – 450 entries have remained on the register from 1999. The annual Angel Awards continue to provide an important focus for celebrating those whose heroic actions result in the repair and reuse of much loved local places.

Rural heritage

1.9 Our rural heritage too requires an approach which embraces sensitive change. Our guidance on Farm Buildings, published in October 2017, encouraged positive re-use of farm buildings so they can play an active role in sustainable development in rural areas. While the situation in relation to what form Brexit actually takes remains fluid, the key issues for the historic environment sector – funding, regulation and movement of skilled people – remain the same. With DCMS we successfully influenced the form of Defra's 25 Year Environment Plan which will be significant for the future of rural heritage and trying to ensure that the historic as well as natural components of the landscape are recognised. Key for us is the inclusion in the plan of a commitment to heritage being included in the new environmental land management scheme that will be introduced when we leave the EU.

National Planning Policy Framework (NPPF)

1.10 Our advice is provided largely as part of the national planning system, guided by the NPPF. We provided advice in response to nearly 24,000 requests in 2017, 99.6% of which was delivered within our 21-day target. We are increasingly looking at how better to focus our resources on making a difference by, for example, targeting more precisely our advice on heritage-related planning applications.

Public value framework

1.11 Underpinning all this work is relevant and authoritative evidence. One overarching concern of all public bodies must be to maximise the ‘public value’ of their work, and we are taking a comprehensive look at that as a way of benchmarking all our activity. This plan contains the first step (see page 31), a new framework for measuring our performance which will help us to monitor and demonstrate the public benefits of our work more convincingly. It will also enable us to innovate and to focus our resources where we can have most impact and improve productivity and outcomes.

Our heritage is an important driver of wellbeing and forms a vital part of our economy, contributing 2% of our national Gross Value Added (GVA).

Research partnerships with higher education sector

1.12 In the course of 2017 we obtained Independent Research Organisation status with the UK Research Councils, confirming the quality of our research work. This will facilitate partnerships with the higher education sector and allow us to direct its resources to research topics seen as priorities by the heritage sector. Working with our partners we have identified current priorities through a new Research Agenda, published in September 2017, and we will keep these under review.



Claire Slattery, Arts and Heritage Manager, Calderdale Council and Angel Award winner, at Halifax Piece Hall, Blackledge, Halifax, West Yorkshire.

Research impact

1.13 The take up of our research publications continues to increase rapidly and our research stories are reaching new and wider audiences. In 2017, we had over 30,000 page views of *Historic England Research*, and more than 2000 downloads of the pdf version. Stories have ranged from important new understanding of the Stonehenge landscape and the identity of the builders of Silbury Hill to the investigation of the wreck of the *Rooswijk* East Indiaman and illumination of the ‘Living Dead’ in Medieval Yorkshire. Our research is often the springboard for a more inclusive understanding of England’s history, such as our exploration of the tragic story of the sinking of the SS Mendi, which saw its centenary in 2017.

Fundraising and income generation

1.14 We are still in the early stages of building our fundraising capability at Historic England, and the early signs have been extremely promising. Being able to build both restricted and unrestricted income to support our work are key to our future ability to grow, to take on challenges that Grant in Aid may not allow, and to be innovative in our work. We are also charging for Enhanced Advisory Services, which gives us some additional support to resource better our expert advisory functions.



Visitors to the *Rooswijk* open day in Ramsgate, Kent, run with partners from the Dutch Cultural Heritage Agency.

Flexible working

1.15 Like any large organisation, public or private, we must run ourselves effectively and efficiently. We must be open to new ways of working to keep pace with the world outside and innovate. We have adopted a flexible working environment in our new London office, Cannon Bridge House. The move itself saved us £2.4m over the terms of the lease. At Cannon Bridge House we have a higher standard of office with efficient use of space, giving us more meeting rooms and informal breakout spaces than had been previously available. Equally important is the improved communication which the flexible working space has encouraged and which our staff say they really appreciate. We are adopting this approach in offices outside London, which accommodate the great majority of our staff, as opportunities present themselves. More recently, we have taken the same approach to providing flexible working and networking space in our York office – with similar results.

Digital communication

1.16 We live in an increasingly digital world. Both our external and internal communications are now largely digital and we have made great progress this year in digital engagement. Our web visits this year reached 500,000 per month, which is a significant milestone and takes us past the ‘leaving point’ benchmark for the former English Heritage, before 2015. But the next stage requires investment. So we are developing and implementing a plan to simplify and update our IT, from our own digital estate to our website, with a view to building a better, more efficient and effective service for all our users, internal and external.

Shared services with the English Heritage Trust

1.17 We have a key role in providing Shared Services to both the English Heritage Trust and other external clients such as DCMS itself for financial services. In the course of the year English Heritage Trust reviewed its requirements and we have reached agreement on a new (and reduced) level of services. Although this is challenging for Historic England it provides us with greater certainty for the future. I would like to thank everyone involved in the process.



Bisi Alimi, Nigerian gay rights activist. Tower Bridge, Tower Hamlets, Greater London. This image was part of our series of portraits for our 'I Am London' campaign.

2. Challenges and opportunities – 2018-2021

2.1 These are the main strategic challenges we face:

- Maintaining progress with engaging with new audiences;
- Continuing to make the case for the significance of the historic environment in the nation's cultural, social and economic life;
- Working in a more coordinated and collaborative way with other heritage and cultural bodies, particularly the Heritage Lottery Fund and Arts Council England;
- Improving the diversity of the workforce at Historic England and throughout the sector;
- Making sure that heritage is a positive contributor to the country's increased need for development, from housing to infrastructure, and is seen as such;
- Maintaining the significance of heritage within the planning system, allowing for constructive dialogue (the National Planning Policy Framework);
- Managing the impacts and opportunities of Brexit in our sector;
- Meeting all our challenges as digitally as possible;
- Looking at the way we organise ourselves to work better together, ensuring we plan strategically and co-operate well. This will require agreed cross-cutting themes for all groups to unite around. Over the coming year we will implement a programme of change to make Historic England more effective and adaptable, more financially secure and focused on public value, so that we are fit for the future;
- Managing with reduced financial resources;
- The need to be innovative in generating new streams of income and fundraising;
- Triennial (Tailored) review of our future and that of English Heritage Trust with DCMS;
- Managing the demands on us as rescuer of last resort, and pressing on with the momentous and exciting challenge presented by Shrewsbury Flaxmill Maltings.

2.2 Meeting these challenges will be a significant task, not least because many are outside our direct control. But a recent staff survey said that 68% of us are feeling quite confident or very confident about the future, and I think that is based on: solid evidence of success to date; the talent that exists within our four walls (some of which is yet to be fully unleashed), and a growing understanding that there is huge public support for our cause. We recognise a real and heart-warming enthusiasm for the cause of protecting the best of our heritage, stemming from an increasing sense of engagement and ownership. We are determined to foster this, to fulfil our mission. That is what turns a challenge into a real opportunity.

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

Our Aims and Key Outputs

<p>Aim 1: Championing</p>	<p>Aim 2: Protecting through the listing and planning system</p>
<ol style="list-style-type: none"> 1. Engaging the public through digital and traditional media campaigns, events and exhibitions and our schools programme, to increase understanding, enjoyment and active participation in the historic environment 2. Working in partnership with cultural and creative sectors, promoting the value of heritage to our cultural life and increasing cultural uses of and responses to the historic environment 3. Supporting people who want to care for or stand up for an area or place 4. Reaching more people and more diverse audiences all over England 5. Advocacy to convince government and key opinion formers of the value of heritage 6. Publishing new data, analysis and commentary to enhance sector knowledge, reach and effectiveness 7. Promoting English World Heritage Sites and heritage sector skills and expertise internationally 	<ol style="list-style-type: none"> 1. Better understanding of significance and threats to the historic environment and effective responses to fill gaps in knowledge, advice and policy 2. Place-making and strategic planning advice to ensure local plans, Conservation Areas, and Heritage Action Zones sustain the character of places and support good growth 3. Site-specific planning advice focused on cases where we can make a positive contribution to heritage protection 4. Strategic engagement with major projects and national infrastructure schemes 5. Listing, scheduling and marine casework - both proactive/strategic and reactive, with a focus on protecting individual sites and structures, protecting asset-groups that are at risk across a range of sites, as well as thematic listings that are closely linked to cultural and social themed priorities that are set and shared across the organisation 6. Sustain and enhance heritage protection policy and legislation
<p>Aim 3: Match funding and financial incentives to protect places</p>	<p>Aim 4: Strengthening national capacity and resilience of heritage sector</p>
<ol style="list-style-type: none"> 1. Heritage at Risk advice and grants to individual buildings and places, with investment decisions taking into account public/social benefit as well as heritage value 2. Emergency recording of threatened sites of national significance 3. Last resort acquisition and conservation of exceptional places with no alternative rescue plan 4. Target our resources and encourage investment from others in Heritage Action Zones and in the cultural and social priorities that are agreed at a cross-organisational level 	<ol style="list-style-type: none"> 1. Grants and collaborative working to sustain and strengthen capability and effectiveness of heritage sector and community groups 2. Sustaining local authority contribution to delivering heritage protection through strategic support for the planning system, training, guidance and digital access to data 3. Developing heritage apprenticeships and craft skills
<p>Aim 5: Oversight of the National Heritage Collection cared for by English Heritage</p>	<p>Aim 6: Improving financial and organisational resilience and accountability</p>
<ol style="list-style-type: none"> 1. Ensuring that the national collection of historic sites is being safeguarded and well maintained 2. Continuing financial support for English Heritage and support with expert advice and services, in accordance with the agreed 2015 business case and subsequent reviews 	<ol style="list-style-type: none"> 1. Maintaining effective and efficient systems for financial management, information technology, managing and developing our staff and facilities management 2. Providing a good and well-respected service to external clients for such services eg EHT, DCMS 3. Develop income generation, including revenue from commercial activities such as Enhanced Advisory Services, and restricted and unrestricted income from our fundraising efforts 4. Keeping our back office/admin costs as low as possible so that maximum resource is available from frontline activities supporting our objectives

Financial Overview

	17/18 Forecast	18/19	19/20	20/21
	SR15	SR15	SR15	New SR Period
	£m	£m	£m	£m
Income				
Baseline Grant in Aid	67.4	67.4	67.4	67.4
Grant In Aid for English Heritage Trust subsidy	14.5	13.6	12.0	10.0
Other Grant in Aid (for specified purposes)	5.3	8.7	0.8	0.0
Recharged services, commercial & other	13.2	10.6	10.4	10.5
HLF & other fundraising income for Shrewsbury Flaxmill Maltings	3.2	2.7	8.8	7.6
Total Income	103.6	103.0	99.4	95.5

Expenditure				
Grants – Heritage at Risk (Discretionary)	10.5	10.7	10.7	10.7
Grants – Research, Education & Capacity building	6.1	5.5	5.6	5.4
Grants – Heritage at Risk (DCMS specified)*	3.1	7.7	0.0	0.0
Pay	40.1	40.2	41.6	39.2
Running Costs	23.1	20.9	18.3	20.4
Shrewsbury Flaxmill Maltings Expenditure	5.2	4.5	10.9	9.8
Subsidy to English Heritage Trust	14.7	13.5	12.3	10.0
Total Expenditure	102.8	103.0	99.4	95.5

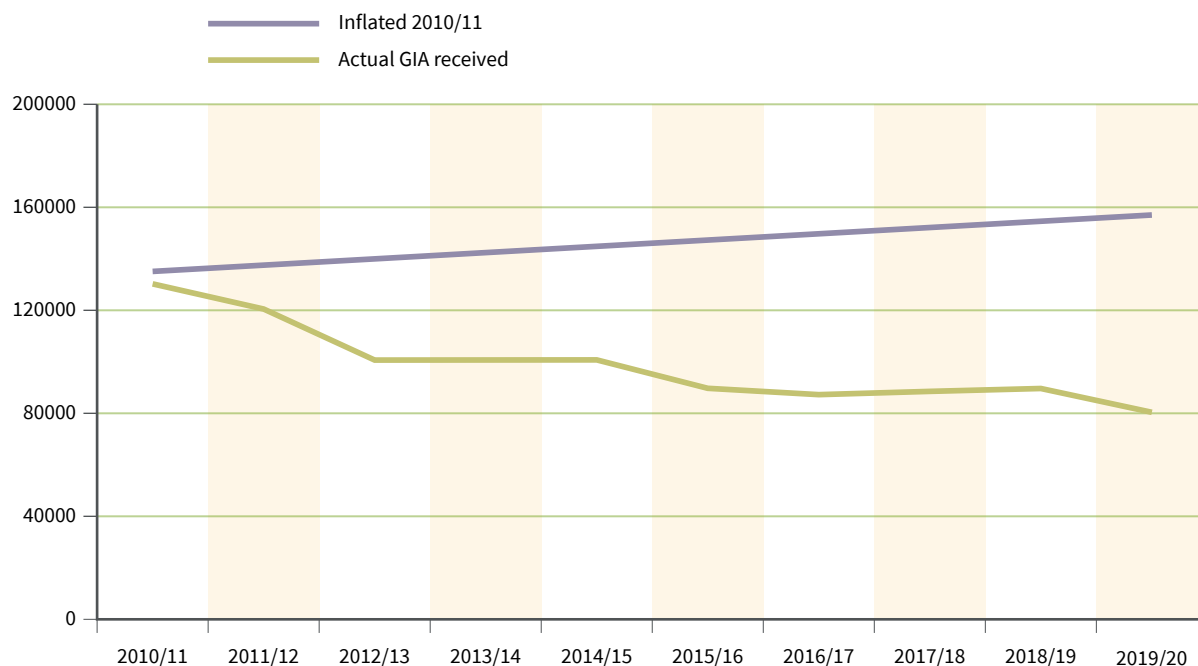
Net Surplus / (Deficit)	0.8	0.0	0.0	0.0
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*We have received additional allocations from DCMS specifically for the First World War Memorials Listing Programme until 2018, and in respect of Wentworth Woodhouse, which we will continue to process over 2018/19.

Our baseline Grant in Aid reduction from SR15 was a real terms cut of GIA of 10% from 2016/17 until 2019/20, however the reduction was front loaded into the first two years.

The real terms reduction in Grant in Aid (taking account of inflation) from the start of the previous spending review in 2010/11 to 2019/20 totals 49%.

Reduction in government Grant in Aid (GIA) since 2010/11 taking into account inflation



Income

Additional income is earned by charging for services. Our principal client is English Heritage under the terms of the Property Licence and Shared Services Agreement.

Most of these services are for administrative support – finance, IT, legal and HR. In addition, we supply some specialist professional services in respect of the properties in care, such as research and archaeology.

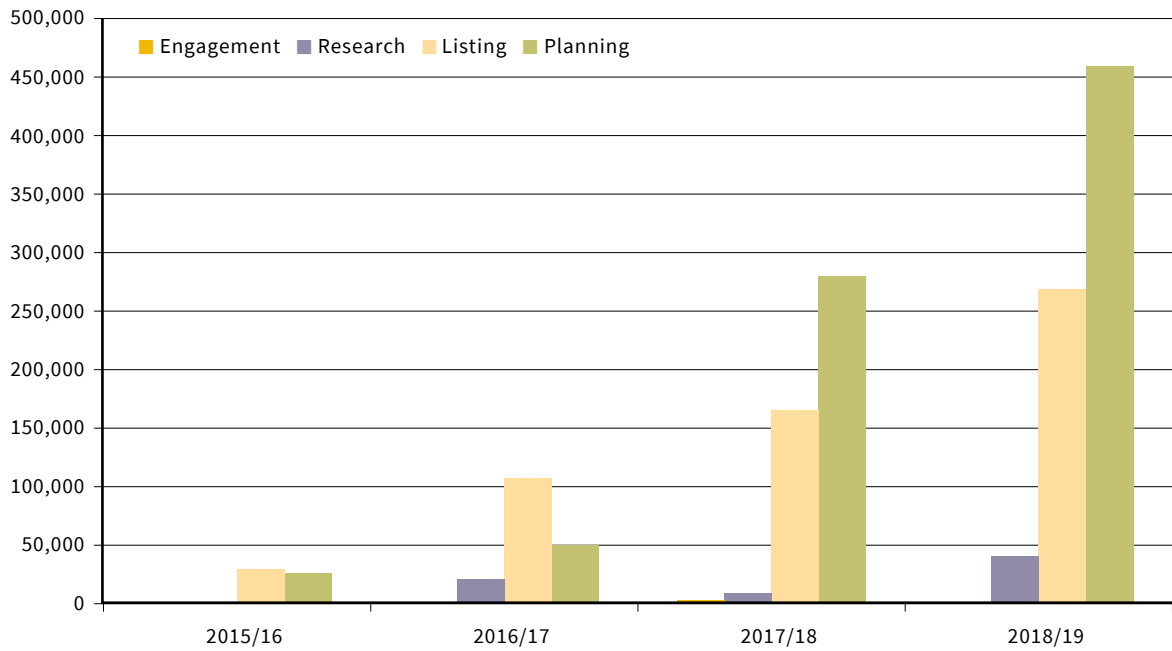
We have agreed a new three year contract with English Heritage, although the recharge by Historic England will fall from £10.5m to £8.0m (24%) as we will no longer be charging for their part occupation of Waterhouse Square in London and they will be bringing elements of services such as HR and Internal Audit in-house.

Our other major client for support services is the DCMS for whom we provide financial support services, again at cost.

Enhanced Advisory Services

We also offer additional charged-for services in relation to our core planning advice and listing responsibilities. These are brought together under our Enhanced Advisory Services (EAS) programme, under strict Treasury cost recovery rules. Although generating relatively small amounts of additional income (£0.5m in 2017/18) this has the potential to grow and become more significant over the plan period, with a budget of £0.77m in 18/19. In addition we recently signed significant service level agreements to support infrastructure projects including HS2, Heathrow Airport and with Highways England and we see this work increasing in the next few years.

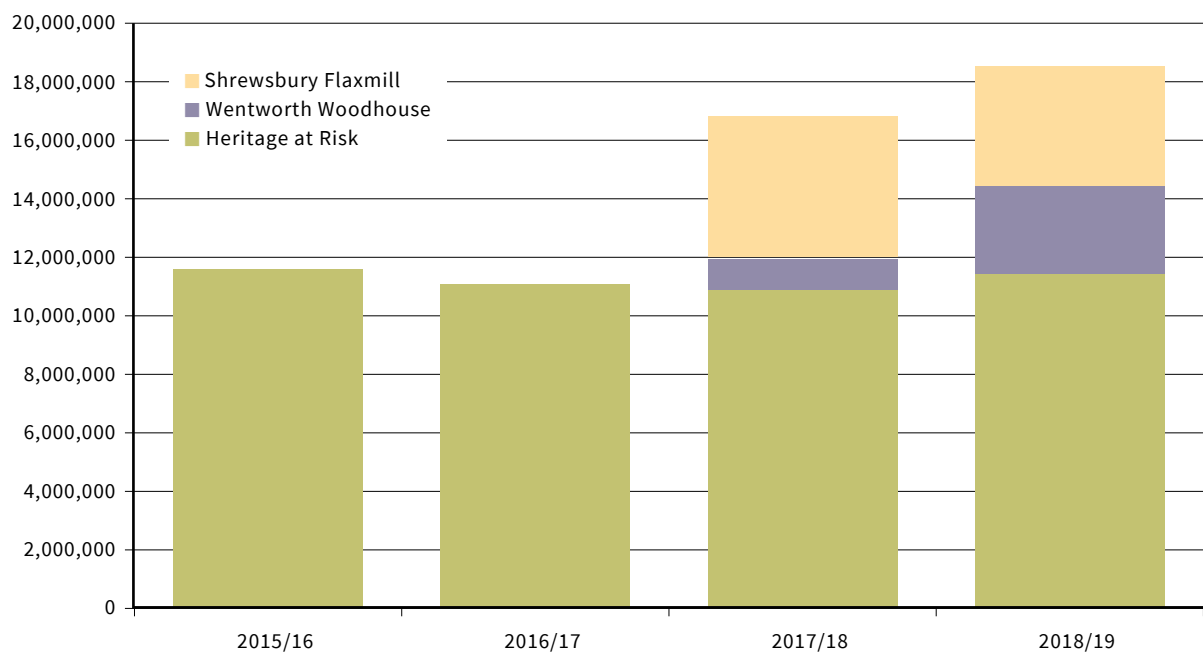
EAS Income



Grants

We have prioritised protection of our Heritage at Risk discretionary grants budget over the planning period. Spend in 2017/18 was £10.9 m with an increase forecast in 2018/19.

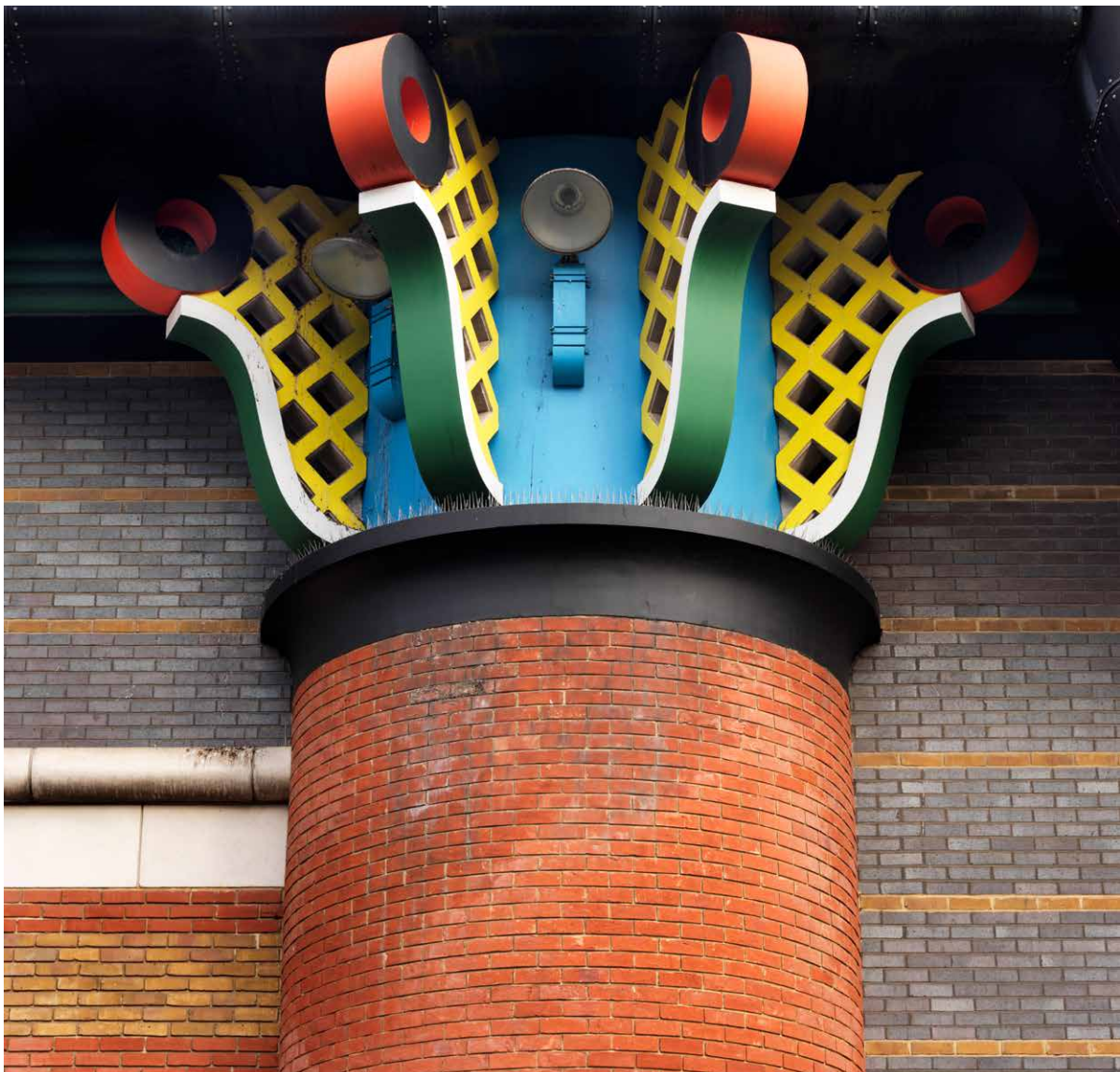
Heritage at Risk Grants



In addition to our Heritage at Risk grants budget, the Shrewsbury Flaxmill Maltings regeneration programme began in 2017/18. Historic England has committed internal resources to this vital Heritage at Risk scheme and we also have a commitment for funding of £21m from HLF which will be spent over the next few years. There are also specific allocations to Wentworth Woodhouse over the three year period, of £7.2m. Other grants mainly relate to research projects, where we have had to reduce allocations to meet target budget reductions. We hope to mitigate the impact by working more effectively with external partners.

Operational Costs

The pressures on the pay budget, despite continued public sector pay restraint, come from additional charges for pensions and the apprenticeship levy, especially in 2019/20. We continue to push down on our running costs through more efficient use of space in our offices, savings from deployment of new IT solutions, re-negotiating IT service contracts and licences and effective procurement solutions.



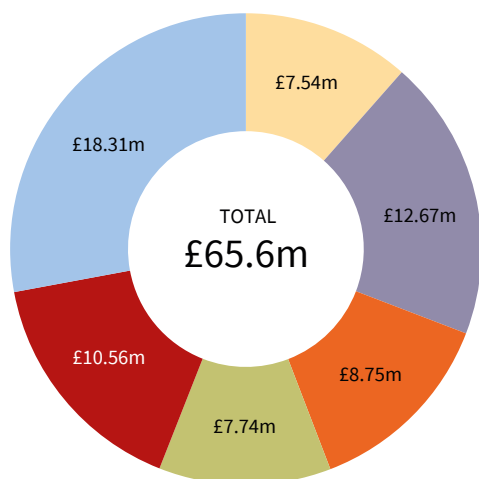
Capital detail from Post-Modern pumping station, Tower Hamlets, Greater London, listed at grade II* in July 2017.

2018/19 Resource Allocations by Aim

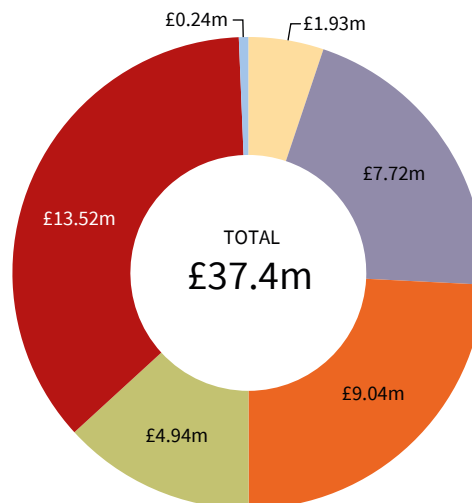
Resources by Aim

The charts reflect that the majority of our earned income relates to the shared services we provide to English Heritage and DCMS, as well as charges for some frontline advisory services. The majority of our staff effort is focussed on protecting through planning and listing services. Most of our grants to private partners are focused on protecting both historic places and Heritage at Risk properties. Providing a subsidy to English Heritage remains our most significant commitment, for the present.

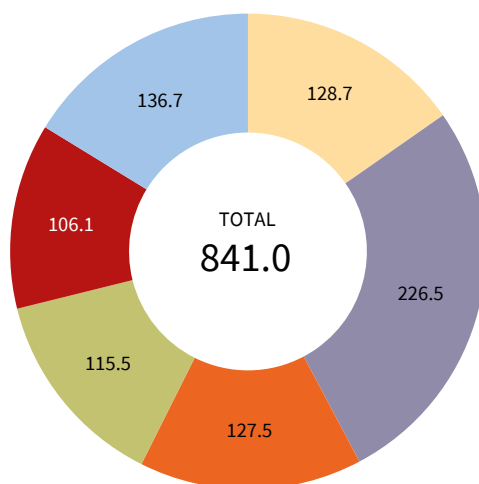
Expenditure excluding Grants (£m)



Expenditure: Grants & EHT Subsidy (£m)



Staff (FTE)

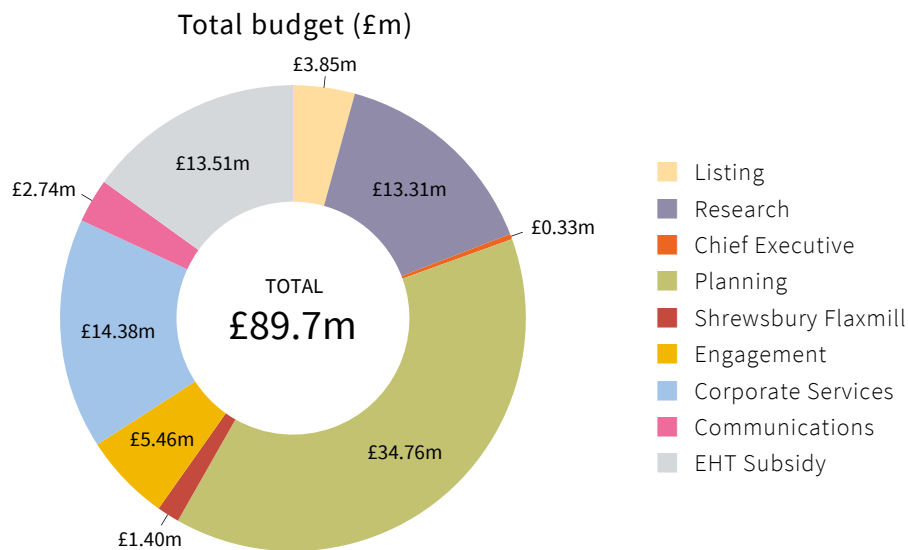


- Championing
- Protecting through the Listing and Planning system
- Match Funding and Financial Incentives to Protect Places
- Strengthening National Capacity and Resilience of Heritage Sector
- Oversight of the National Heritage Collection Cared for by English Heritage
- Improving Financial and Organisational Resilience and Accountability

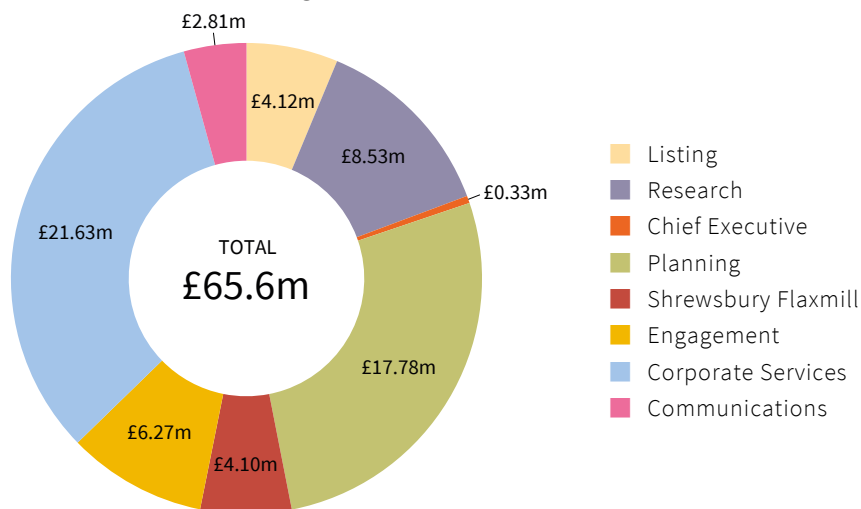
2018/19 Resources Allocated by Function

Resources by Function

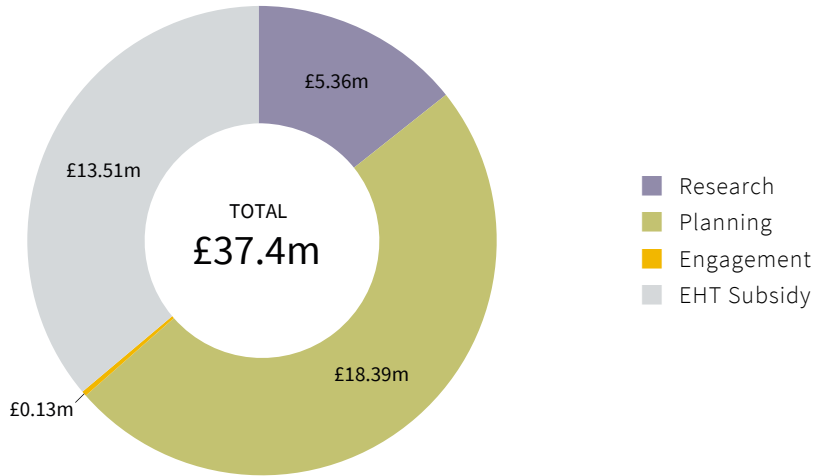
In Historic England, 40% of our total spend is focused on planning through support to Local authorities and other stakeholders as well as providing grants, this also represents 38% of our staff effort. The cost of ensuring a regional presence is included in the overall corporate services costs. Other major contributory costs include back office functions supporting shared services for which we charge at cost.



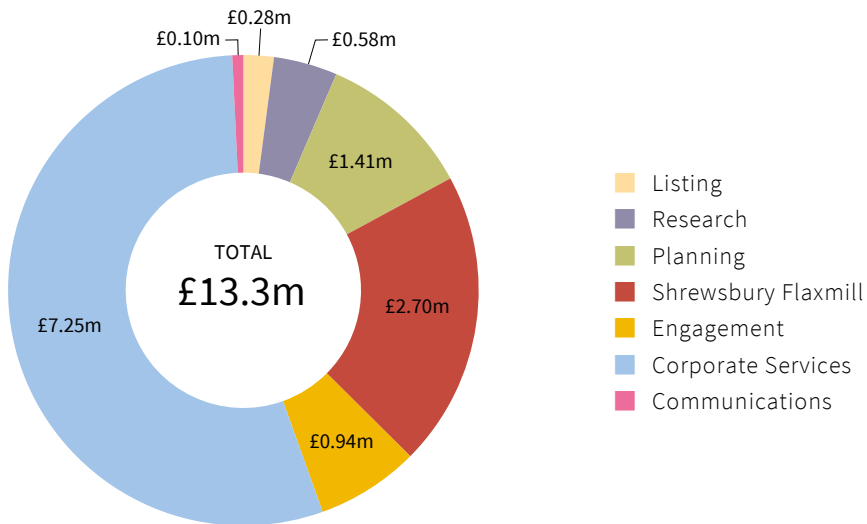
Expenditure excluding Grants (£m)



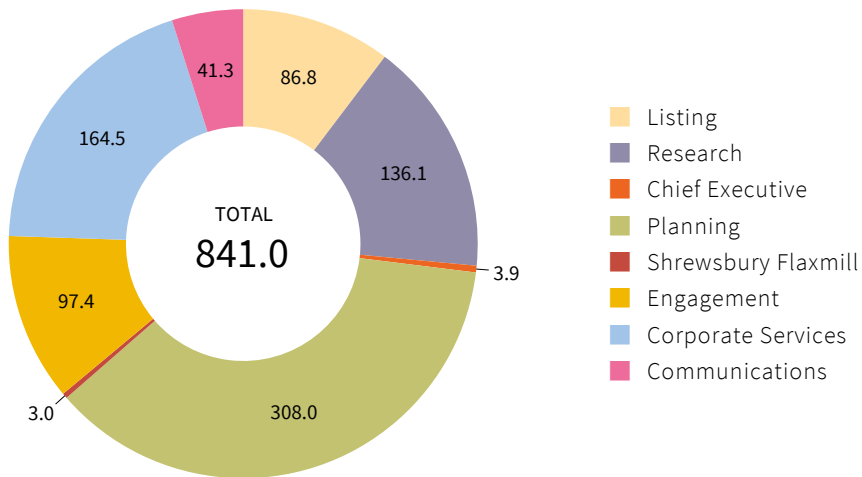
Expenditure: Grants & EHT Subsidy (£m)



Earned Income (£m)



Staff (FTE)



Historic England's Change Programme

Historic England is implementing a change programme that will include a reorganisation of duties and responsibilities, and some reinvestment of resources. It will take place throughout 2018, and is due to be implemented by March 2019.

The aims of the Change Programme are:

- A stronger organisation: more effective, more adaptable, more financially secure, focused on public value, fit for the future.
- A workplace that supports people to make the best of their abilities, embrace diversity, stay well, keep learning and enjoy their work.

Background to the Change Programme

Historic England is almost three years old, and we have learned a lot in this relatively short time about how we can meet our mission to protect and care for the historic environment. All organisations need to reflect on their ways of working and change periodically to respond to their operational environment. At Historic England we need to be highly efficient and make sure we have the flexibility to respond to new priorities we cannot yet foresee. To do this we must understand where we have most impact and make a difference to the public. As well as making sure we have the right skills and systems to help us do our jobs, we want to increase the diversity of our workforce so we better reflect the public we serve.

Over the next year, we will reorganise ourselves to improve the service we provide through our regional teams, direct our research where it will have most impact and strengthen the coordination of our national policy and our work to increase public engagement with heritage. We will reduce our Executive Team from seven to five members and redirect savings to the front line. We will integrate our planning, listing and research work at the regional level to provide a more joined up service and bring our strategic research closer to our national policy and strategic listing. We will bring together all our public-facing activities so they have more impact.

Historic England is a national organisation which delivers locally. For many years we have based this around the nine regions of the old Government Offices. We now plan to consolidate our local delivery into six regions. This means we will be closing our offices in Guildford and Northampton by the end of March 2019. We will support our two northern regions with three offices in order to maintain credibility and effectiveness on the ground.

These changes will reduce our management and back office costs, increase our impact and enable us to respond to future challenges. Our current levels of service will be unaffected. Indeed, we intend to broaden the range of services we offer.

Measuring Our Success

As part of our Management Agreement with the DCMS, we collect data on six key areas of our work, these are:

DCMS KPI	2015/16	2016/17	2017/18
1. Number and percentage of sites removed each year from the Heritage At Risk register for positive reasons (including Conservation Areas)	604 10.5%	435 7.9%	387 7.2%
2. Number of proposals advised upon pre-application	3721	3203	2692
3. Percentage of requests for Historic England's advice processed within agreed deadlines	99.7%	99.9%	99.6%
4. Training opportunities delivered	2900	3000	4300
5. Advice and guidance downloads	115,000	135,000	138,000
6. Online views of the National Heritage List for England	5m	6.8m	7.5m

From 2015 we have collected data on the following areas of work, under each aim

Aim 1: Championing

Measure	2015/16	2016/17	2017/18	Movement 16/17 to 17/18
Visits to our website	2.51m	4.40m	5.53m	↑ 26%
Media coverage ¹	1072	2269	3335	↑ 47%
Social media followers	-	215,300	252,250	↑ 17%
Newsletter subscribers	-	80,900	81,000	↑ 0.1%
Teachers and other educators attending Heritage Schools training	2487	2935	3123	↑ 6%
RepTrak™ survey score ²	75.7%	78.4%	77.3%	↓ 1%
Black, Asian and Minority Ethnic (BAME) visitors to heritage sites ³	56.3%	57.3%	58.1%	↑ 1.4%
Lower socio-economic group visitors to heritage sites ³	63.4%	61%	61.7%	↑ 1.1%
Visits by people with disabilities or long-term illness ³	67.7%	68%	70%	↑ 2.9%

¹ National and regional printed articles and broadcasts.

² UK average score for a public service body is 65.7. Historic England is ranked seventh of the top 10 public bodies, we were ranked eighth in 2016/17.

³ Adult visits to at least one heritage site in last 12 months, source Heritage Counts.

Aim 2: Protecting through the listing and planning system

Measure	2015/16	2016/17	2017/18	Movement 16/17 to 17/18
Changes to the National Heritage List for England	9115	10,165	10,200	↑ 0.3%
Historic sites added to Historic Environment Records ⁴	4500	6000	4000	↓ 33%
Pre-application proposals advised on	3721	3203	2692	↓ 16%
Planning casework advised on	22,030	22,241	21,073	↓ 5%
Planning casework advised on within 21 days or agreed deadline	99.7%	99.9%	99.6%	↓ 0.3%

Aim 3: Match funding and financial incentives to protect places

Measure	2015/16	2016/17	2017/18	Movement 16/17 to 17/18
Grants given	£19.5m	£19.9m	£20.1m*	↑ 1.5%
Number of HAR sites removed from the 2015 Heritage at Risk Register by 2018	604	435	771	n/a

*Pre-audited figures

Aim 4: Strengthening national capacity and resilience of the heritage sector

Measure	2015/16	2016/17	2017/18	Movement 16/17 to 17/18
Training opportunities delivered ⁵	2900	3000	4300	↑ 40%
Advice and guidance public downloads	114,500	134,900	138,000	↑ 2%
Research publications public downloads	75,300	150,700	196,000	↑ 30%
Views of our digital Archive ⁶	13.9m	16.7m	7.8m	↓ 53%
Views of the National Heritage List for England ⁷	5m	6.8m	7.5m	↑ 10%

⁴ Newly identified and given a measure of protection through addition to HERs. The decrease from 2016/17 is owing to a number of factors, including external delays in adding records to HERs and a change in focus to other areas of aerial investigation work.

⁵ 2017/18 figure includes our online training offer.

⁶ Page views. In May 2017 the 'Britain from Above' site was rebuilt using a newer version of its content management system. This revealed that earlier data (collected from October 2015) had been over-recorded by well over 100% due to incorrect application of the analytics tracking code. Consequently figures for 'Britain from Above' are lower since June 2017.

⁷ Page views.

Aim 5: Oversight of the National Heritage Collection cared for by English Heritage

Measure	2015/16	2016/17	2017/18	Movement 16/17 to 17/18
Revenue deficit funding to English Heritage	£15.5m	£14.4m	£14.4m*	n/a
English Heritage net unrestricted income	£0.6m	£2.5m	£8.4m*	↑ 236%
Spend on priority conservation defects ⁸	£6.5m	£9.5m	£6.9m*	↓ 27%

*Pre-audited figures

Aim 6: Improving financial and organisational resilience and accountability

Measure	2015/16	2016/17	2017/18	Movement 16/17 to 17/18
Workforce diversity (% of workforce)				
■ Female at Director level+	32%	43%	47%	↑ 9.3%
■ Female at Band A	43%	50%	52%	↑ 4%
■ Black, Asian and Minority Ethnic (BAME) staff	3.8%	4.3%	4.3%	↔ 0%
■ Staff with a disability	2.8%	2.8%	4%	↑ 43%
■ LGB staff	5.9%	6%	5.3%	↓ 12%
Motivated and engaged workforce⁹				
■ Confidence in Historic England's future – very or quite confident	-	-	68%	n/a
■ How well do you think Historic England is performing – very or quite well	-	-	84%	n/a
■ Happiness in your job – very or quite happy	-	-	72%	n/a
Self-generated income				
■ Earned income (excluding shared services)	£1m	£1.8m	£2.2m*	↑ 22%
■ Fundraising	-	£80,500	£236,000*	↑ 193%
Administrative costs (% of total net expenditure) ¹⁰	16.6%	16.7%	17.3%*	n/a

*Pre-audited figures

For more data on England's heritage generally see [Heritage Counts](#).

For information on participation in heritage see [Taking Part survey](#).

⁸ On National Heritage Collection properties from the £52m Government grant.

⁹ Staff 'pulse' survey October 2017.

¹⁰ Based on net expenditure after income. Administrative costs defined as all administration costs other than the costs of direct frontline service provision.



Marine archaeologist with glass brandy bottle from the Dutch VOC wreck *Rooswijk*.

Measuring our impact

As the public body that champions heritage, we are committed to improving the advice and guidance we provide; improving our engagement with the public and stakeholders; improving how we preserve and enhance the historic environment. This is why we have developed a Public Value Framework for Historic England which describes the context in which we work, our activities and resources, and how we use them to achieve the best outcomes for the public and our historic environment.

In 2018/19 we will use this framework to develop new outcome led performance measures that better demonstrate our strategic value and track our impact on the historic environment. We will focus on developing new measures for:

- Our Strategic Added Value through the leadership, influence, leverage, synergy and engagement we generate;
- Our influence on the planning system through understanding our impact on planning applications affecting the historic environment;
- Our impact on the awareness and understanding of the historic environment among diverse audiences and beneficiaries;
- Our community and public engagement impacts;
- Our investment in innovation projects and programmes;
- Our training programme impacts;
- Our digital transformation progress.

Our new performance measures will require new data collection and monitoring processes. They will also require a greater emphasis on systematic improvement and evaluation. Some of this will involve experimental and innovative techniques, but we are ambitious and committed to achieving the best outcomes and public value from our investments and resources.

To illustrate this here are some of the new KPIs we are considering and assessing for 2018 onwards.

	Corporate Aims	Measured Outcome	Possible New KPI Measures
1	1: Championing	Improved appreciation and understanding of the historic environment	Increased awareness and understanding of the historic environment
2	2: Protecting through the listing and planning system	Advice/guidance/research leads to effective protection and/or re-use of heritage assets via policy and/or decision making	Planning applications influenced
3	2: Protecting through the listing and planning system	Whether developments arising from planning applications reviewed are likely to have a beneficial, neutral or negative effect on heritage assets/ historic environment and whether this characterisation changes as a result of Historic England's advice	Number of planning cases with beneficial; neutral; negative impact Percentage of negative applications improved due to HE input
4	4: Strengthening national capacity and resilience of heritage sector	Innovation in techniques and approaches with benefits inside and outside the heritage sector	Investment in innovative projects
5	4: Strengthening national capacity and resilience of heritage sector	Communities empowered to take an active role in understanding and enhancing the historic environment	Investment (£) in community/ public engagement projects Number of community/public engagement beneficiaries
6	4: Strengthening national capacity and resilience of heritage sector	Availability of skills required to address heritage needs Impact of training and development provision (individuals and/or organisations)	Number of new qualifications attained Impact evaluation of training programmes
7	6: Improving financial and organisational resilience and accountability	Historic England's Strategic Added value	Leadership score Influence score Leverage score Synergy score Engagement score

We will be refining the list of KPIs to incorporate new ones and explain those which are considered not to justify the cost of collection.



Historic England

We are the public body that helps people care for, enjoy and celebrate England's spectacular historic environment.

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Tel: 0370 333 0607

Email: customers@HistoricEngland.org.uk