



Building the future – our Corporate Plan 2019–22

Our strategy starts with our purpose, vision and values. These reflect our statutory duties as an Arm’s Length Body accountable to the Department for Digital, Culture, Media and Sport. They are designed to be clear to our key audiences, and the wording reflects appropriate testing and research.

We identify our priorities – the six strategic objectives – and the activities that will deliver these. The underlying principle is the Public Value Framework, so we measure all that we do against how it will achieve outcomes that deliver public value. The method we used to create the plan is the logic model. This links inputs, outputs and outcomes to real world impacts and it is a virtuous cycle. Finally, we show a high-level summary of how we spend resource, including staff and direct costs such as grants.

The new Corporate Plan is the high-level summary of our focus on delivery and our commitment to unleashing the potential we have to work more collaboratively, following our internal reorganisation. We have an unrivalled collection of experts with a range of relevant skills, and if we work across some of our old institutional boundaries we can achieve even more.

About us

Purpose

To improve people's lives by protecting and championing the historic environment.

Vision

That people value and care for heritage. That they understand and celebrate it, see how everyone benefits from it, and feel a sense of connection to and ownership of it.

Values

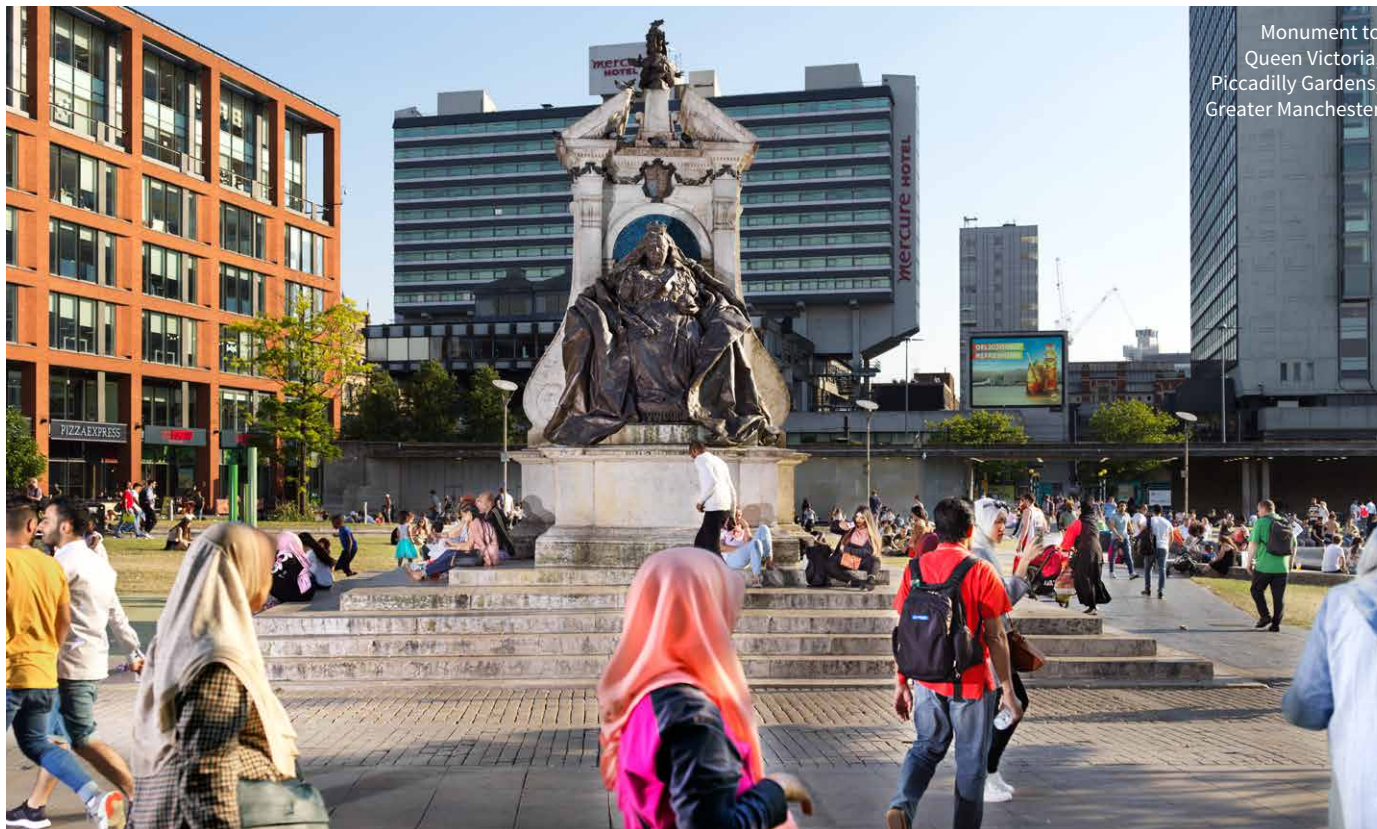
Passion – We share our love of the historic environment to inspire and energise people.

Learning – We never stop learning and we share our expertise.

Collaboration – We work together and with partners to achieve the best for people and places.

Openness – We listen and ensure what we do and say is understandable, available and useful to everyone.

Responsibility – We are accountable to the public and act with integrity.



Strategic objectives

Protect historic places and keep them alive for current and future generations

Ensure our advice and evidence result in well-informed decisions that serve people, places and the economy well

Close the gap between arts, culture and heritage to bring heritage into mainstream cultural life

Give people the skills, knowledge, confidence and motivation to fight for, look after and make the most of their historic environment

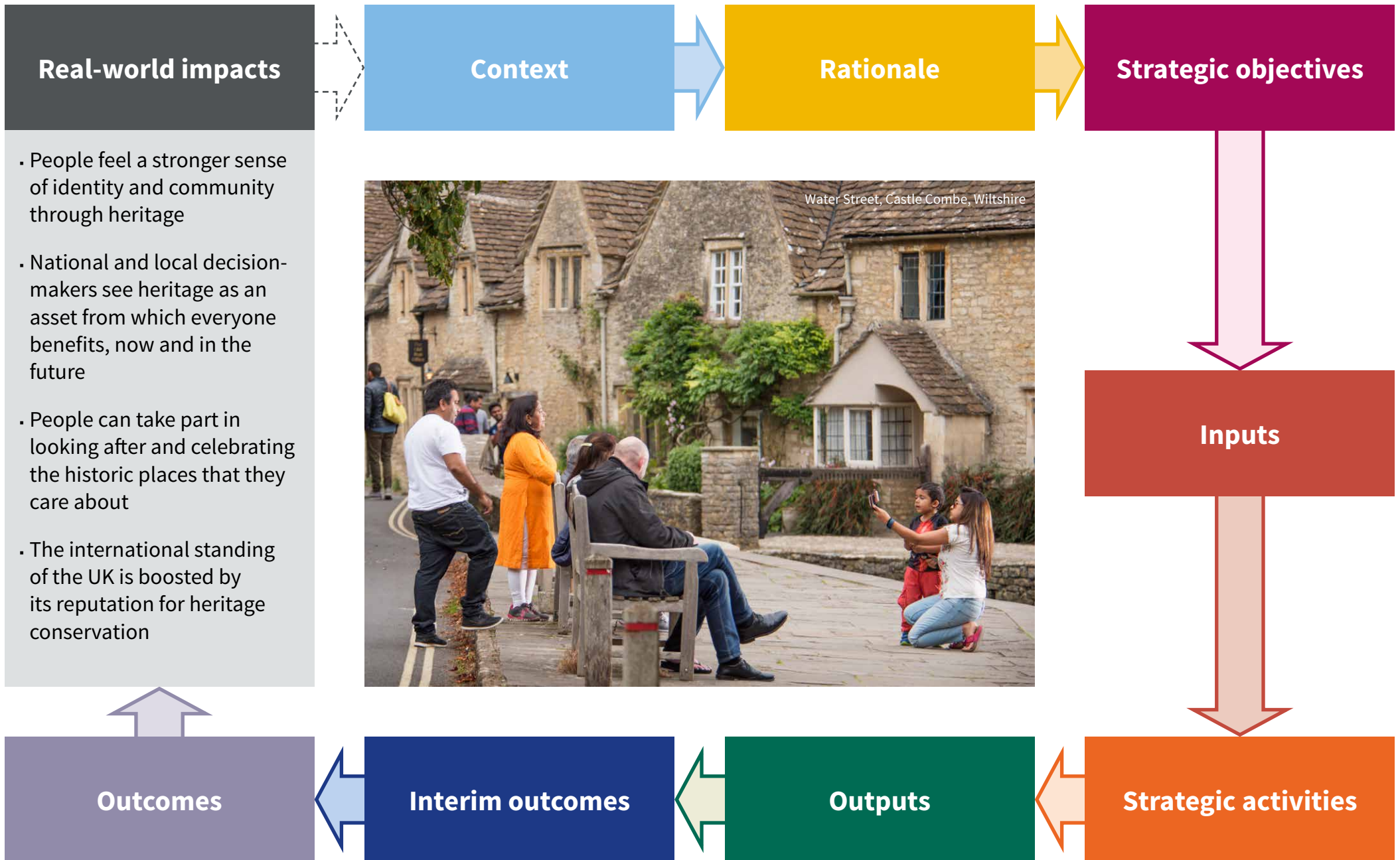
Expanding the digital availability of our assets to improve both access to our resources and users' experience of them

Attract a wide, diverse audience and workforce, ensuring the historic environment is everyone's business.



Victoria Quarter Arcade,
Leeds, West Yorkshire

Our logic model



Context

- High level of popular support for heritage
- Disconnection of people from the heritage that surrounds them
- Housing, retail and infrastructure pressures on historic places
- Ageing population, social polarisation and low rates of participation
- Restricted capacity for the management and maintenance of heritage
- Economic uncertainties arising from Brexit

Rationale

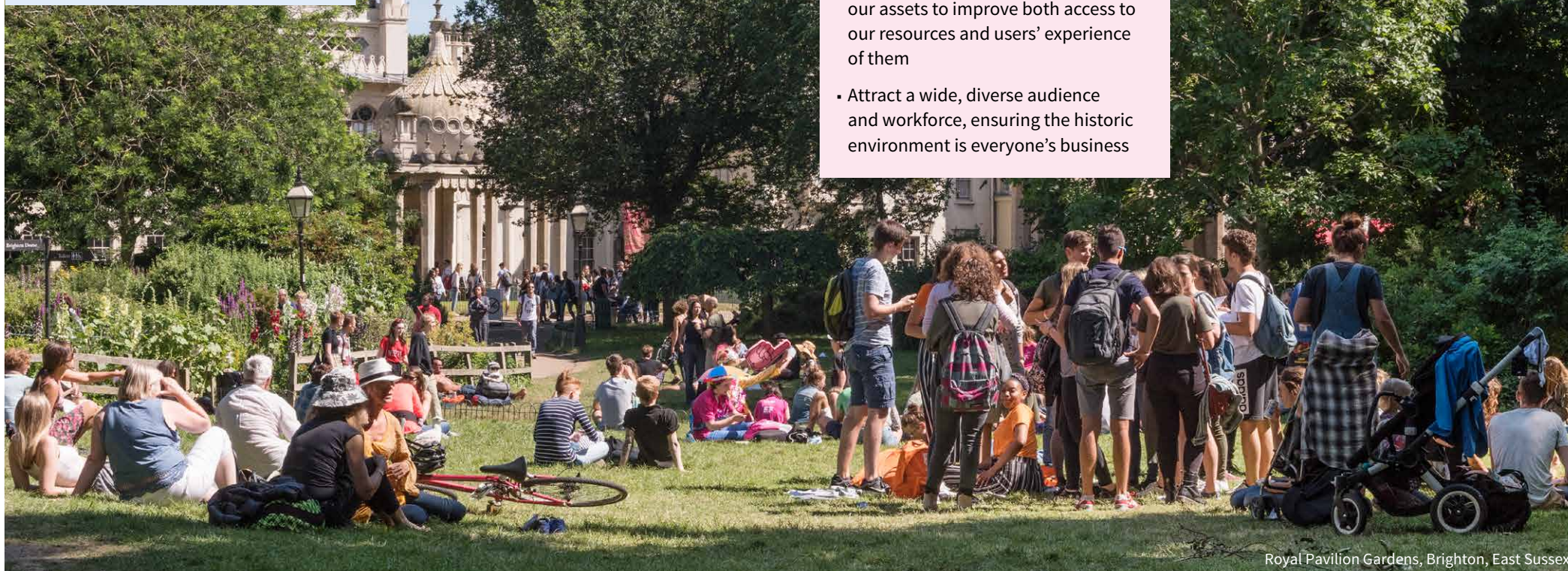
- Market failures in the heritage sector require public sector intervention. These include, but are not limited to, the provision of public goods (services provided without profit), monopoly/abuse of market dominance, consequences of commercial activity which affects other parties without being reflected in market prices, and co-ordination failures

Strategic objectives

- Protect historic places and keep them alive for current and future generations
- Ensure our advice and evidence result in well-informed decisions that serve people and places and the economy well
- Close the gap between arts, culture and heritage to bring heritage into mainstream cultural life
- Give people the skills, knowledge, confidence and motivation to fight for, look after and make the most of their historic environment
- Expanding the digital availability of our assets to improve both access to our resources and users' experience of them
- Attract a wide, diverse audience and workforce, ensuring the historic environment is everyone's business

Inputs

- Baseline grant-in-aid £67.4m to 2020/21
- Other income £35.2m, including DCMS grants for specified programmes
- Expertise of c.900 staff working from 8 offices or homeworkers
- Enabling programmes to maintain and develop internal capacity
- External advisers (Commissioners and Committee members)



Royal Pavilion Gardens, Brighton, East Sussex

Strategic activities

- Investing directly in places where our expertise and resources make the most difference
- Investing in knowledge creation, skills and organisations (including English Heritage Trust) where our help is most needed
- Developing our reputation in heritage policy and evidence to increase our influence both at home and abroad
- Providing expert and robust advice to inform the care and development of the historic environment
- Investing in cultural partnerships and collaborations to bring the cultural sector, including Heritage, closer together
- Building capacity in local communities in engaging and cost-effective ways
- Developing innovative techniques and tools, share our knowledge and expertise in inspirational ways
- Expanding the digital availability of our assets to improve both access to our resources and users' experience of them
- Developing inclusive content, events and projects to enable all to enjoy and understand the relevance of England's historic environment

Outputs

- Historic places that have been protected, adapted or enhanced to optimum public benefit through our work
- Knowledge creation in necessary areas; a sector workforce equipped with improved skills to share knowledge, facilitate and persuade; safeguarded or expanded sector capacity to advise, support and conserve
- Evidence-based advice and advocacy content and stronger connections that enable us to have greater strategic influence
- Advice in the form of papers, guidance, comments, Listing recommendations, statutory letters etc
- Partnerships and collaborations that engage non-Heritage cultural organisations in our mission or take advantage of synergies
- Increased knowledge, expertise and opportunity amongst people who want to participate in heritage conservation and maximise its benefits to society
- New mechanisms and formats for sharing our passion for the historic environment
- Easier access to our records, images and research on sites that increasingly comply with digital standards
- Content, events and projects that illustrate the benefits of inclusion and show the relevance of the historic environment to people's lives

Interim outcomes

- A fit-for-purpose heritage sector capable of creating public value through heritage
- Greater social and economic productivity in and around heritage assets that have had public investment
- Greater resilience to the effects of climate change on historic places
- Decision-makers better appreciate the potential for the historic environment to address important issues and deliver policy objectives
- Plans and policies are changed so that the potential for heritage to contribute to places is realised
- Heritage is seen by more people as an integral part of cultural life, inseparable from Arts and Museums
- Greater take-up of the techniques and tools of heritage protection and adaptation
- More people are motivated to participate in and benefit from heritage conservation
- More people, especially new audiences, inform themselves and their social networks about the historic environment around them
- Greater appreciation of Historic England's work amidst audiences from diverse backgrounds, leading to more interest in working in the sector

Outcomes

- Places are made more resilient, prosperous, vibrant and valued by people
- Behaviour change so that well-informed decisions are made that take better account of the value of heritage
- More people enjoy, participate in and celebrate heritage as part of their cultural consumption alongside museums and galleries
- People are more motivated and better equipped to fight for, look after and make the most of their historic environment
- People care more about what happens to the historic environment, both around them and more widely
- Whatever their background, people have a sense of connection with the historic environment and with Historic England

Our activities

Strategic activity	Activities	Total
Investing directly in places where our expertise and resources make the most difference	<ul style="list-style-type: none"> ▪ Reduce Heritage at Risk through repair, adaptation and re-use ▪ Initiate High Street Heritage Action Zones to contribute to adaptation in town centres ▪ Deliver Heritage Action Zones Rounds 1-3 to demonstrate the potential of the historic environment ▪ Undertake area-based Listing programmes to provide clarity and certainty for planning change 	£25,000,000
Investing in knowledge creation, skills and organisations (including English Heritage Trust) where our help is most needed	<ul style="list-style-type: none"> ▪ Create necessary new knowledge, including recording prior to loss ▪ Clarify threats and responses in the historic environment ▪ Prioritise investment effectively, using the Public Value Framework as a guide ▪ Build/develop sector capacity to make the most of the historic environment ▪ Enable Higher Education Institutions to play their part ▪ Lead innovation in heritage conservation, including new techniques and materials research 	£12,600,000
Developing our reputation in heritage policy and evidence to increase our influence at home and abroad	<ul style="list-style-type: none"> ▪ Influence the sector and provide sector leadership ▪ Provide evidence on the state of the historic environment (Power of Place revisited) ▪ Make the case for heritage (eg Heritage Counts supplements) ▪ Promote heritage and Historic England internationally 	£1,400,000
Providing expert and robust advice to inform the care and development of the historic environment	<ul style="list-style-type: none"> ▪ Provide advice to government on policy development and effectiveness ▪ Provide advice to owners on caring for their assets ▪ Provide advice to planners and developers on sustainable change 	£8,900,000
Investing in cultural partnerships and collaborations to bring the cultural sector, including Heritage, closer together	<ul style="list-style-type: none"> ▪ Demonstrate the unique quality heritage can provide for public engagement initiatives ▪ Position Heritage as an equal to Arts through national and international cultural partnerships with established organisations ▪ Build regional influence through engagement and relationship development with organisations and cultural programmes 	£500,000

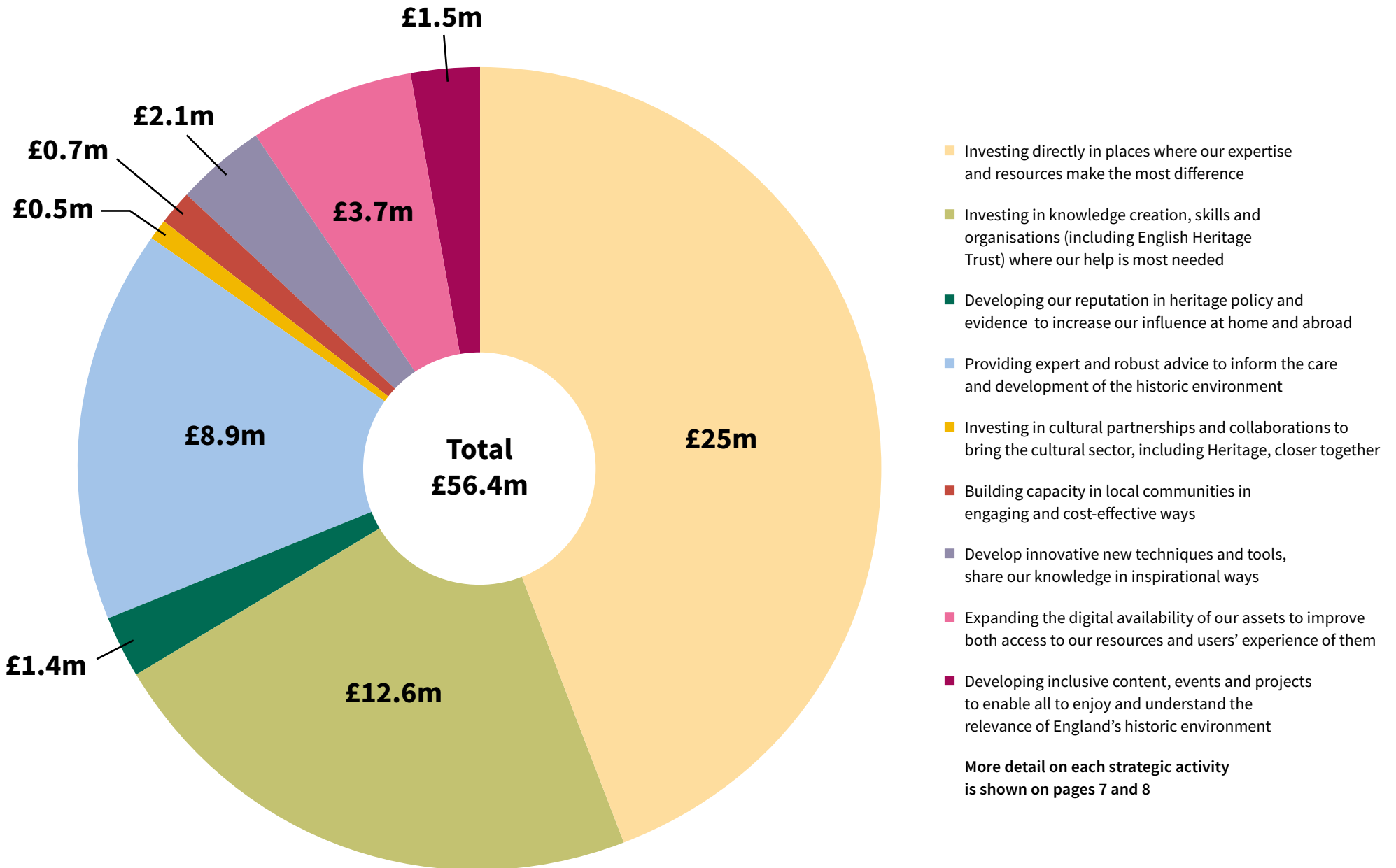
Strategic activity	Activities	Total
Building capacity in local communities in engaging and cost-effective ways	<ul style="list-style-type: none"> ▪ Help heritage sector organisations to work better with communities ▪ Build capacity (knowledge and skills) in communities ▪ Provide more opportunities for people to contribute to our work through volunteering both in Historic England and elsewhere ▪ Increase capability in regional public engagement 	£700,000
Develop innovative new techniques and tools, share our knowledge in inspirational ways	<ul style="list-style-type: none"> ▪ Extend our reach ▪ Increase relevance and brand awareness ▪ Use case studies for sharing our knowledge and informing new ways of working ▪ Provide free support, advice and guidance to a broad range of stakeholders ▪ Continually evolve ways of sharing and inspiring people to take action 	£2,100,000
Expanding the digital availability of our assets to improve both access to our resources and users' experience of them	<ul style="list-style-type: none"> ▪ Enable access to our historic environment information ▪ Improve the understanding of our collections and increase availability so that we encourage greater use of our assets ▪ Make our digital content available in one place and make it exploitable, useable and engaging ▪ Improve the quality of digital engagement with our customers and our learning from it 	£3,700,000
Developing inclusive content, events and projects to enable all to enjoy and understand the relevance of England's historic environment	<ul style="list-style-type: none"> ▪ Reflect society's diversity in Historic England programmes, projects and workforce ▪ Help the public make unique memories in the historic environment ▪ Encourage the public to see the historic environment as part of their everyday lives and become interested in it ▪ Encourage children and young people to be proud of where they live ▪ Keep Historic England in the national conversation through high-profile media coverage 	£1,500,000

Enabling activity	Activities	Total
Develop internal processes and a diverse, well-motivated workforce to deliver the strategic activities	<ul style="list-style-type: none"> • Support managers to improve performance • Encourage and support continued learning and development • Review and revise our project management approaches • Evolve our processes and systems to support our strategic activities • Deliver our programme of internal system replacement • Communicate clearly, consistently and in a timely way with all staff 	£6,500,000
Develop resilience through diversification of our income	<ul style="list-style-type: none"> • Continue to grow income across the breadth of the fundraising portfolio • Develop our offering of charged-for services 	-£9,300,000
Manage ourselves in a cost efficient way, consistent with the principles of public accountability and finance	<ul style="list-style-type: none"> • Build the confidence of our funders through effective delivery of corporate functions • Continue to provide effective legal support to our strategic activity delivery • Increase the efficiency and usability of our grant processes 	£19,400,000
Support the English Heritage Trust	<ul style="list-style-type: none"> • Subsidy to English Heritage Trust 	£12,300,000
TOTAL		£86,000,000



Moseley Road Baths,
Birmingham, West Midlands

Resources by strategic activity



Our income

