



Building the future – our Corporate Plan

The Corporate Plan sets out our purpose, vision, values, and priorities for 2020–23. These reflect our statutory duties as an Arm’s Length Body accountable to the Department for Digital, Culture, Media and Sport.

The Corporate Plan captures how we will realise the value that is tied up in our extraordinary heritage. Our historic environment yields wide ranging benefits in terms of environmental welfare, community pride, personal well-being, and economic impact. Historic England is committed to working with partners across the cultural and heritage sectors to understand and make better use of this cultural heritage capital.

The method used to create the Corporate Plan is the logic model. This links inputs, outputs and outcomes and ensures all our resources are targeted at delivering against our corporate priorities. The underlying principle throughout is the Public Value Framework; we measure all that we do against how it will achieve outcomes that deliver public value.

Much of the content and underlying planning that underpins this year’s Corporate Plan was completed prior to the COVID-19 pandemic. This document still reflects our ambitions and intent, but Historic England will inevitably need to adapt its activities and plans in response to wider circumstances.

About us

Purpose

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

Vision

- Everyone benefits from our heritage
- Heritage is widely valued and celebrated
- People connect with our heritage and feel it belongs to them
- We pass on our heritage in better condition

Values

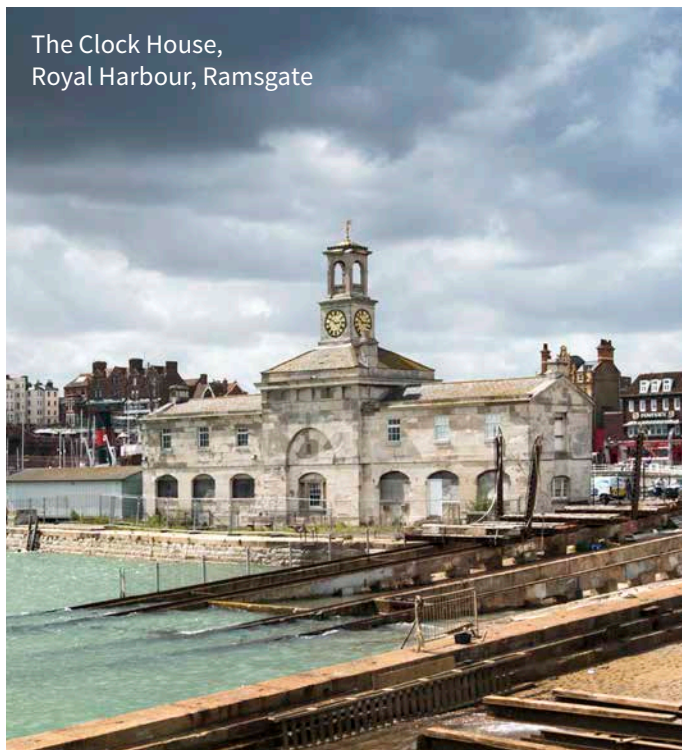
Passion – We share our love of the historic environment to inspire and energise people

Learning – We never stop learning and we share our knowledge and 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 for current and future generations
- Ensure our advice and evidence result in well-informed decisions that serve people, places and the economy
- 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
- Expand the digital availability of our assets to improve both access to our resources and users' experience
- Attract a wide, diverse audience and workforce, ensuring the historic environment is everyone's business





Context

- High level of popular support for heritage
- Climate Change requiring mitigation and adaptation through sustainable practices
- The opportunity to connect people with the heritage that surrounds them, especially through digital
- Housing, retail and infrastructure pressures on historic places
- Restricted capacity for the management and maintenance of heritage
- Economic uncertainties arising from Brexit

Rationale

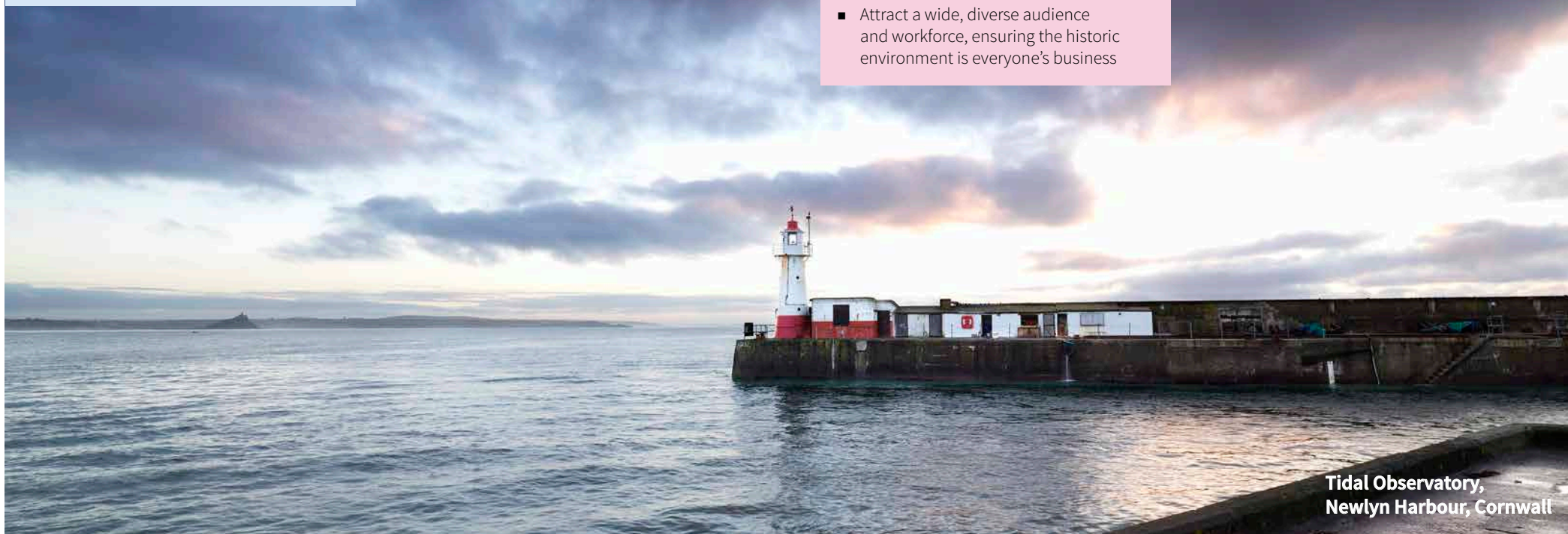
- Market failures in the heritage sector (eg lack of co-ordination, negative consequences of commercial activity) means public sector intervention is required
- The opportunity throughout the country for heritage to help unlock economic, social and cultural potential

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Inputs

- Grant in aid of £103.7m, including £20.6m for High Street Heritage Action Zones
- Expertise of about 850 staff working from 9 offices or home
- Enabling programmes to maintain and develop internal capacity
- External advisers (Commissioners and Committee members)



Strategic activities

- Investing 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 at home and abroad
- Providing expert and reliable 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 to 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; a stronger, more dynamic, connected and adaptable sector, able to advise, support and manage change
- 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 strong 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
- Good decisions result from a full appreciation of the value of heritage
- More people enjoy, participate in and celebrate heritage as part of their cultural life 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 locally and nationally
- Whatever their background, people have a sense of connection with the historic environment and with Historic England

Strategic activities

Tier 1 Activity		Tier 2 Activity		Total*
1 Investing in places where our expertise and resources make the most difference	1.1	Reduce Heritage at Risk through repair, adaptation and re-use		£42.9m
	1.2	Initiate High Street HAZs to contribute to adaptation in town centres		
	1.3	Deliver Heritage Action Zones Rounds 1-3 to demonstrate the potential of the historic environment		
	1.4	Undertake area-based Listing programmes to provide clarity and certainty for planning change		
2 Investing in knowledge creation, skills and organisations (including EHT) where our help is most needed	2.1	Create necessary new knowledge, including recording prior to loss		£7.9m
	2.2	Clarify threats, risks, harm and responses in the historic environment		
	2.3	Prioritise investment effectively, using the Public Value Framework as a guide		
	2.4	Build/develop sector capacity and capability to make the most of the historic environment		
	2.5	Identify and deliver strong research collaborations with Higher Education Institutions and IROs		
	2.6	Lead innovation in heritage protection and conservation, including new techniques and materials research		
3 Developing our reputation in heritage policy and evidence to increase our influence at home and abroad	3.1	Influence the sector and provide sector leadership		£2.6m
	3.2	Provide evidence on the state of the historic environment		
	3.3	Make the case for heritage		
	3.4	Promote heritage and Historic England internationally		
	3.5	Provide advice to Government on policy development and effectiveness		
4 Providing expert and reliable advice to inform the care and development of the historic environment	4.1	Compile, improve and promote the National Heritage List for England (NHLE)		£10.1m
	4.2	Provide advice to owners on caring for their assets		
	4.3	Provide advice to planners and developers on sustainable change		

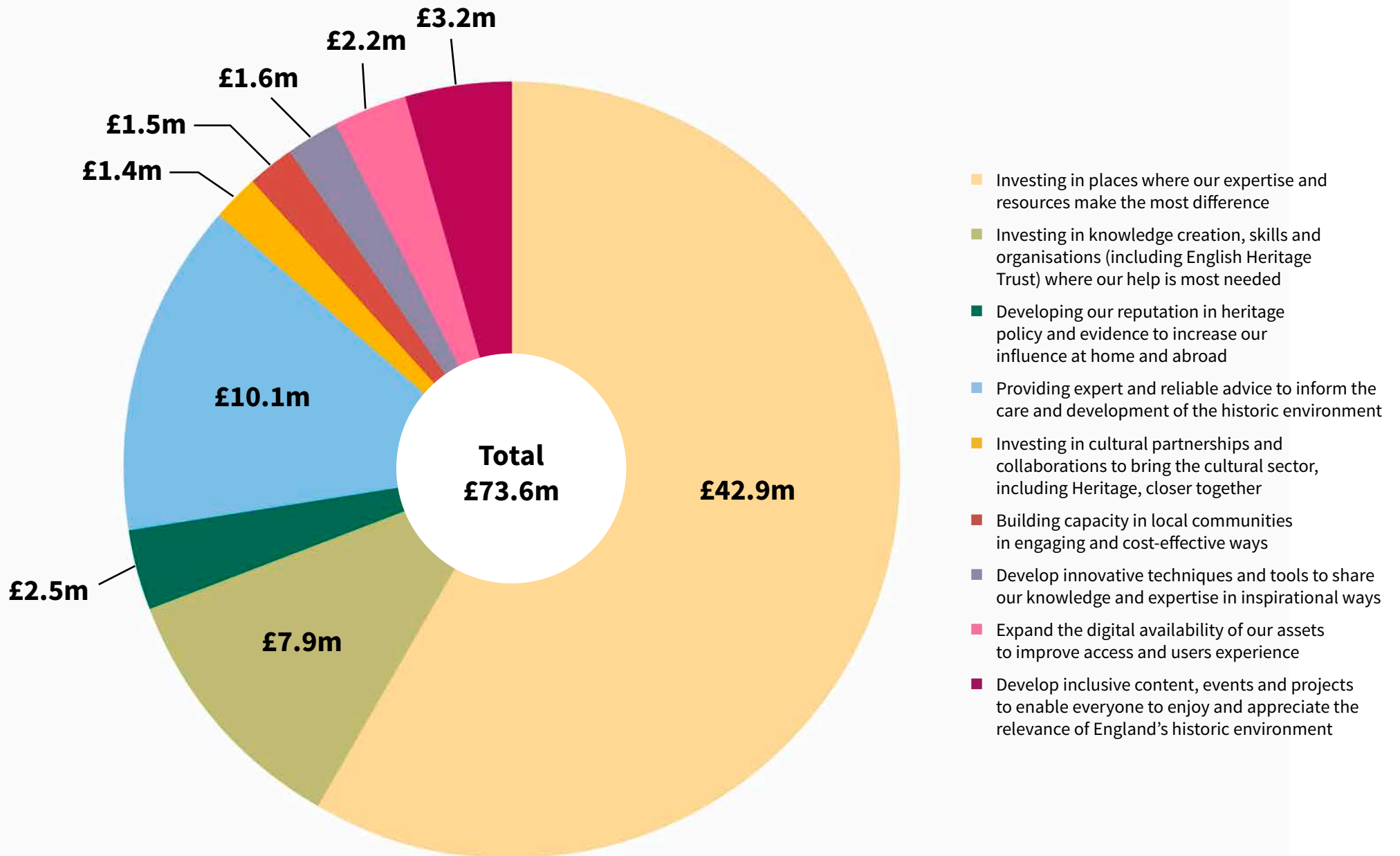
Tier 1 Activity		Tier 2 Activity		Total*
5 Investing in cultural partnerships and collaborations to bring the cultural sector, including Heritage, closer together	5.1	Demonstrate the unique quality and value that heritage contributes to the cultural life of a wide range of audiences.	£1.4m	
	5.2	Position Heritage as an equal to Arts through national and international cultural partnerships		
	5.3	Build regional influence through engagement and relationship development with organisations and cultural programmes		
6 Building capacity in local communities in engaging and cost-effective ways	6.1	Help heritage sector organisations to work better with communities	£1.5m	
	6.2	Build capacity (knowledge and skills) in communities		
	6.3	Provide more opportunities for people to contribute to our work through volunteering both in HE and elsewhere		
	6.4	Grow our influence through increased capability in regional public engagement.		
7 Develop innovative techniques and tools to share our knowledge and expertise in inspirational ways	7.1	Extend our audience reach	£1.6m	
	7.2	Increase our relevance and brand awareness		
	7.3	Use case studies for sharing our knowledge and informing new ways of working		
	7.4	Continually evolve ways of sharing our work and inspiring people to take action		
8 Expand the digital availability of our assets to improve access and user experience	8.1	Enable access to our historic environment information	£2.2m	
	8.2	Improve the understanding of our collections and increase availability so that we encourage greater use of our assets		
	8.3	Make our digital content available in one place; make it accessible, useable and compliant with best practice		
	8.4	Improve the quality of digital engagement with our audiences through informed decision-making		
9 Develop inclusive content, events, and projects to enable everyone to enjoy and appreciate the relevance of England's historic environment	9.1	Reflect society's diversity in HE programmes, projects and workforce	£3.2m	
	9.2	Help the public make unique memories in the Historic Environment through participative experiences		
	9.3	Engage people to see the historic environment as an important part of our everyday lives, and to get involved		
	9.4	Ensure children and young people are core audiences for our work and programmes		
	9.5	Keep Historic England in the national conversation through high-profile media coverage		

Enabling activities

Tier 1 Enabling Activity	Tier 2 Activity		Total*
10 Develop internal processes and a diverse, well-motivated workforce to deliver the strategic activities and improve efficiency	10.1	Support managers to improve performance	£5.3m
	10.2	Encourage and support continued learning and development	
	10.3	Review and revise our project management approaches	
	10.4	Evolve our processes and systems to support our strategic objectives	
	10.5	Deliver our programme of internal system replacement	
	10.6	Develop a greater sense of community through proactive staff engagement with internal communications	
11 Develop resilience through diversification of our income	11.1	Continue to grow income through partnership funding, philanthropy and the generation of earned income	-£0.5m
	11.2	Develop our offering of charged-for services	
12 Manage ourselves in a cost efficient way, consistent with the principles of public accountability and finance	12.1	Build the confidence of our funders through effective delivery of corporate functions and provision of Shared Service	£16.7m
	12.2	Continue to provide effective legal support to our strategic activity delivery	
	12.3	Increase the efficiency and usability of our grant	
	12.4	Develop our understanding of research need and resourcing across the organisation	
13 Support the English Heritage Trust	13.1	Manage Subsidy to English Heritage Trust and provide Shared Service to our Service Level Agreements	£10.3m
TOTAL			£105.4m

* These numbers are based on an apportionment of grants, payroll, non-payroll, income and capital budget and therefore the actual figures may vary from those presented.

Resources by strategic activity



Income summary

