



Historic England

CORPORATE PLAN

2021-22

INTRODUCTION

Our Corporate Plan shows what we will do over the next year to help realise our long-term Strategy – Championing Heritage, Improving Lives. Our Strategic Objectives and Activities describe the steps we will take to improve people’s lives by championing and protecting the historic environment in 2021/22. Our Values will guide the decisions we make along the way.

Our sector, along with many others, has been significantly impacted by the Covid-19 pandemic. We continue to deliver our core activities while adapting and responding to factors beyond our control. We’ll review our activities regularly and continue to collaborate with partners and communities to respond to changing circumstances.

OUR PURPOSE

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

OUR VISION

A heritage that is valued, celebrated and shared by everyone. A historic environment that people connect with and learn from and that we are proud to pass on to future generations.

OUR VALUES

How we do things is as important as what we do and that’s where our Values come in. They inform and influence how we go about every part of our work.

PASSION

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

LEARNING

We listen and learn, and pass on this knowledge to others

COLLABORATION

We work with partners and we work together to achieve great things

OPENNESS

We communicate in a way that’s understandable, available and useful to everyone

RESPONSIBILITY

We are accountable to the public and we always act with integrity

STRATEGIC OBJECTIVES

- Save historic places and enable them to thrive for future generations
- Ensure our advice and evidence results in well-informed decisions that serve people and places well
- Work with people to build the skills, knowledge, confidence and motivation to fight for, and look after, their historic environment
- Improve our digital capability to open our collections, assets, knowledge and expertise to everyone
- Engage diverse audiences and achieve an inclusive workforce, ensuring that the historic environment is for everyone

Three Areas of Focus

Thriving Places

We will collaborate with people and partners to secure vibrant and sustainable futures for historic places.

Connected Communities

We will bring communities together by discovering and celebrating local heritage, and by protecting the character of historic places.

Active Participation

We will inspire and equip people to take action in support of the places they care about.

The Custard Factory, Digbeth, Birmingham. The Victorian factory is now a vibrant, independent shopping destination.

STRATEGIC ACTIVITIES

Tier 1 Strategic Activities	Tier 2 Activities	Total Resources Allocated*
01 Investing in places where our expertise and resources make the most difference	1.1 Deliver High Street Heritage Action Zones to support post-Covid recovery in town centres	£61.2m
	1.2 Deliver Heritage Action Zones 1-3 to demonstrate the potential of the historic environment	
	1.3 Investing in heritage at risk through repair, adaptation and re-use	
	1.4 Undertake area-based and thematic Listing programmes to provide clarity and certainty for managing the historic environment	
02 Investing in knowledge creation, skills and organisations (including English Heritage Trust) where our help is most needed	2.1 Create necessary new knowledge, including recording prior to loss	£8.4m
	2.2 Clarify threats, risks, harm and responses in the historic environment, including climate change	
	2.3 Build/develop sector capacity and capability to make the most of the historic environment	
	2.4 Identify and deliver strong research collaborations with Higher Education Institutions and Independent Research Organisations (IROs)	
	2.5 Lead innovation in heritage protection and conservation, including new techniques and materials research	
03 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	£3.0m
	3.2 Provide evidence on the state of the historic environment	
	3.3 Develop and make the case for heritage using tools such as Culture and Heritage Capital	
	3.4 Promote heritage and Historic England internationally	
	3.5 Provide advice to Government on policy development and effectiveness	
04 Providing informed and audience-relevant advice to enable the care and development of the historic environment	4.1 Compile, improve and promote the National Heritage List for England (NHLE)	£9.2m
	4.2 Provide advice to owners on caring for their assets	
	4.3 Provide advice to planners and developers on sustainable change	

STRATEGIC ACTIVITIES

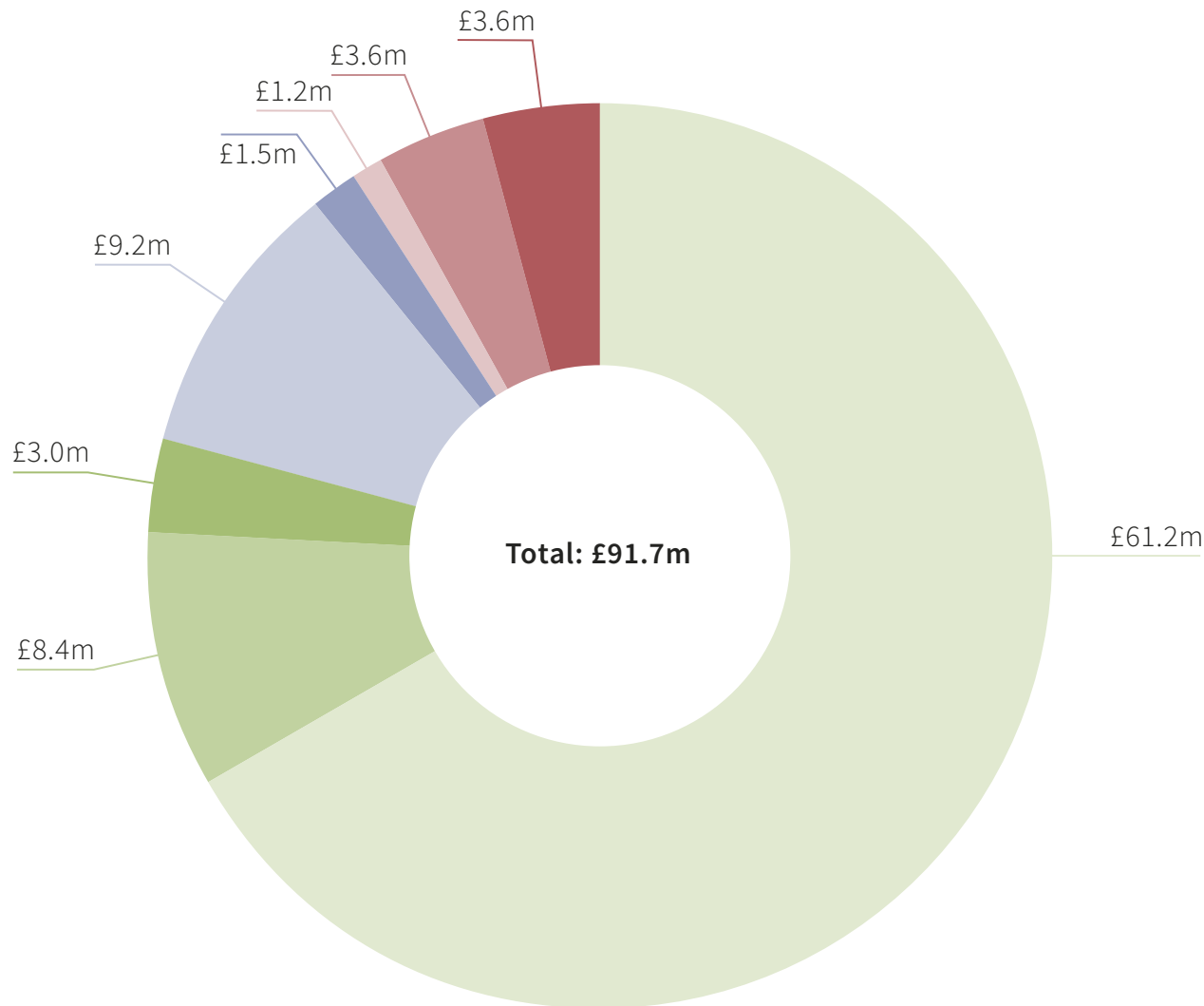
Tier 1 Strategic Activities	Tier 2 Activities	Total Resources Allocated*
05 Working with communities to build capacity in engaging and cost-effective ways	5.1 Help heritage sector organisations to work better with communities	£1.5m
	5.2 Build capacity (knowledge and skills) in communities	
	5.3 Provide more opportunities for people to contribute to our work through volunteering both in Historic England and elsewhere	
	5.4 Grow our influence through increased capability in regional public engagement	
06 Sharing techniques, tools, knowledge and expertise in innovative and inspirational ways	6.1 Extend our audience reach	£1.2m
	6.2 Increase our relevance and brand awareness	
	6.3 Use case studies for sharing our knowledge and informing new ways of working	
	6.4 Continually evolve ways of sharing our work and inspiring people to take action	
07 Expanding the digital availability of our assets to improve access, participation, and user experience	7.1 Enable access to our historic environment information	£3.6m
	7.2 Improve the understanding of our collections and increase availability so that we encourage greater use of our assets	
	7.3 Make our digital content available in one place; make it accessible, useable and compliant with best practice	
	7.4 Improve the quality of digital engagement with our audiences through informed decision-making	
08 Developing inclusive content, events, partnerships and projects to enable everyone to enjoy and understand England's historic environment	8.1 Reflects society's diversity in Historic England programmes, projects, and workforce	£3.6m
	8.2 Help people to make unique memories in the historic environment through participative experiences	
	8.3 Engage people to see the historic environment as an important part of our everyday lives, and to get involved	
	8.4 Ensure children and young people are core audiences for our work and programmes	
	8.5 Keep Historic England in the national conversation through high-profile coverage in a diverse and inclusive range of media sources	
	8.6 Position Heritage as an equal to Arts through national and international cultural partnerships	
	8.7 Build regional influence through engagement and relationship development with organisations and cultural programmes	

ENABLING ACTIVITIES

Tier 1 Enabling Activities	Tier 2 Enabling Activities	Total Resources Allocated*
09 Develop internal processes and a diverse, well-motivated workforce to deliver the strategic activities	9.1 Support managers to improve performance	£6.2m
	9.2 Encourage and support continued learning and development	
	9.3 Review and revise our project management approaches	
	9.4 Deliver continuous improvement to support our strategic objectives	
	9.5 Deliver our programme of internal system improvement and replacement	
	9.6 Develop a greater sense of community through proactive staff engagement with internal communications	
	9.7 Prioritise investment effectively, using the Public Value Framework as a guide	
10 Develop resilience through diversification of our income	10.1. Continue to grow income through partnership funding, philanthropy and the generation of earned income	£1.3m
	10.2 Develop our offering of charged-for services	
11 Manage ourselves in a cost efficient way, consistent with the principles of public accountability and finance	11.1 Build the confidence of our funders through effective delivery of corporate functions and provision of Shared Service	£13.3m
	11.2 Continue to provide effective legal support to our strategic activity delivery	
	11.3 Increase the efficiency and usability of our grant programmes	
	11.4 Develop our understanding of research need and resourcing across the organisation	
12 Support the English Heritage Trust	12.1 Manage Subsidy to English Heritage Trust and provide Shared Service to our Service Level Agreements	£9.2m
	12.2 Ensure robust oversight of EHT performance, including the condition of the National Heritage Collection	

*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

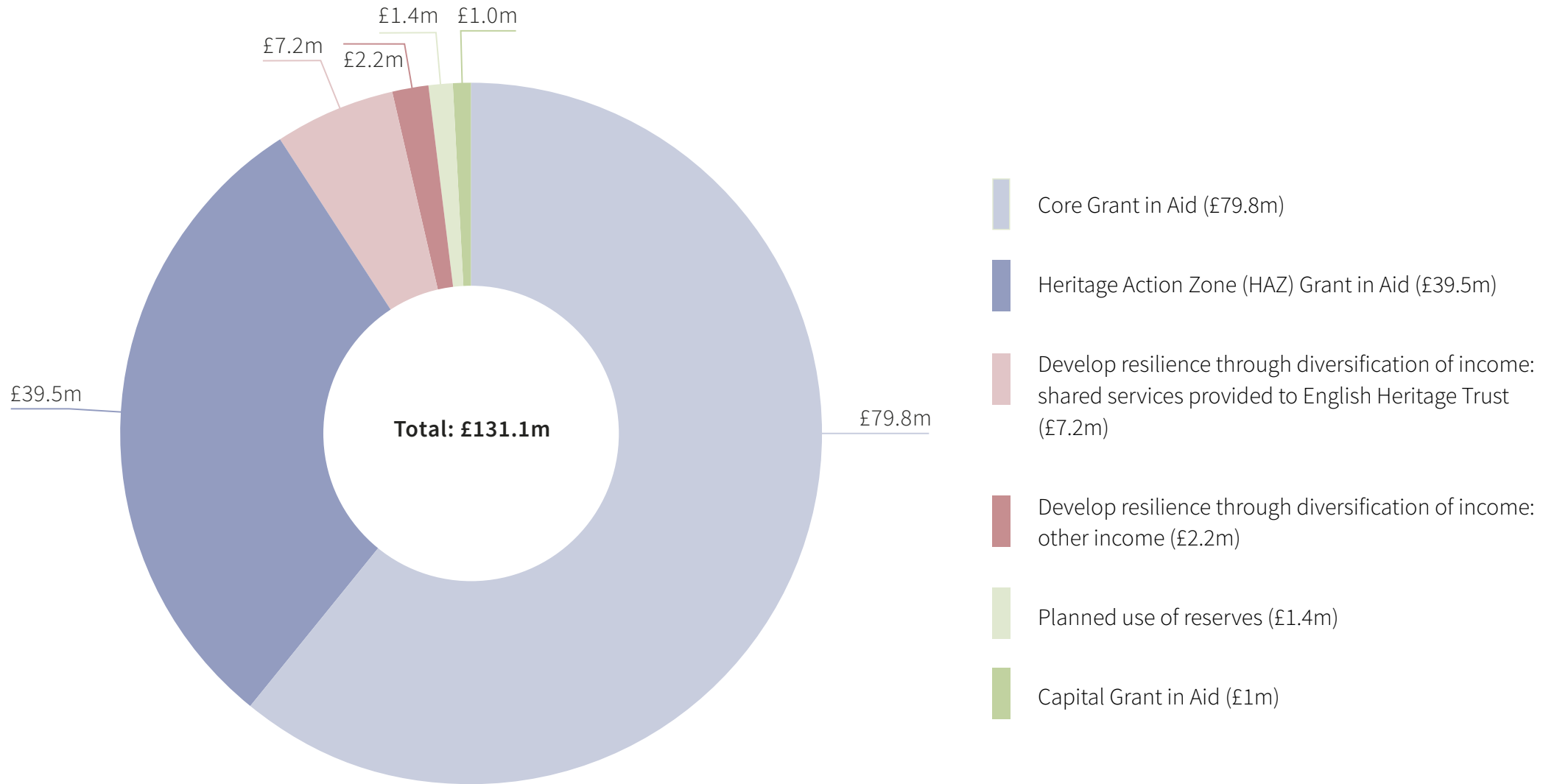
RESOURCES BY ACTIVITY



- Investing in places where our expertise and resources make the most difference (£61.2m)
- Investing in knowledge creation, skills and organisations (including English Heritage Trust) where our help is most needed (£8.4m)
- Developing our reputation in heritage policy and evidence to increase our influence at home and abroad (£3m)
- Providing informed and audience-relevant advice to enable the care and development of the historic environment (£9.2m)
- Working with communities to build capacity in engaging and cost-effective ways (£1.5m)
- Sharing techniques, tools, knowledge and expertise in innovative and inspirational ways (£1.2m)
- Expanding the digital availability of our assets to improve access, participation, and user experience (£3.6m)
- Developing inclusive content, events, partnerships and projects to enable everyone to enjoy and understand England's historic environment (£3.6m)

Gross expenditure on Enabling Activities totals £39.3m, bringing overall spend to £131.1m

INCOME SUMMARY



OUR NEXT STEPS

WORKING TOGETHER

Work with us to champion heritage and improve lives.

Together, we can create an even better future for our heritage so we can all keep enjoying the history on our doorstep.

Our Future Strategy sets out how we will achieve our Vision and details our Areas of Focus over the coming years.

Get involved at historicengland.org.uk



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Morecambe Winter Gardens, Lancashire
A Heritage at Risk property that benefitted from the Culture Recovery Fund

