



Historic England

# CORPORATE PLAN

2022-23

# INTRODUCTION

Our Corporate Plan shows what we will do over the next year to help realise our Future Strategy. It is underpinned by our Purpose and Values. These elements combine to define our approach as an organisation.

The Strategic Objectives and Activities describe and organise the practical steps we will take to improve people's lives by championing and protecting the historic environment in 2022-23.

Like so many others, our sector has been significantly impacted by the Covid-19 pandemic, though we continue to deliver our core activities as well as developing our working practices to adapt to situations as they evolve. Our activities are reviewed regularly, and we 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

# 2022-23 PRIORITIES

In 2022-23 our priorities are:

- **Climate Change** – ensuring our heritage plays an important role in the fight to limit climate change and its impact on people and places.
- **Equality, Diversity and Inclusion** – delivering on our commitment and Vision that heritage should be for everyone.
- **Wellbeing** – our new strategy will guide our next steps on the value of heritage to people's wellbeing.
- **Levelling Up** – aligned with the government's priority to ensure equity of opportunity, wherever people are.

Activities to deliver against these priorities feature across the Plan, alongside our essential core work including the fruition of Round One of Heritage Action Zones, our ongoing work on High Street Heritage Action Zones and the opening of Shrewsbury Flaxmill Maltings.



High Street Heritage Action Zone community group  
at Frank's Cafe, Tyldesley, Lancashire.

# 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.

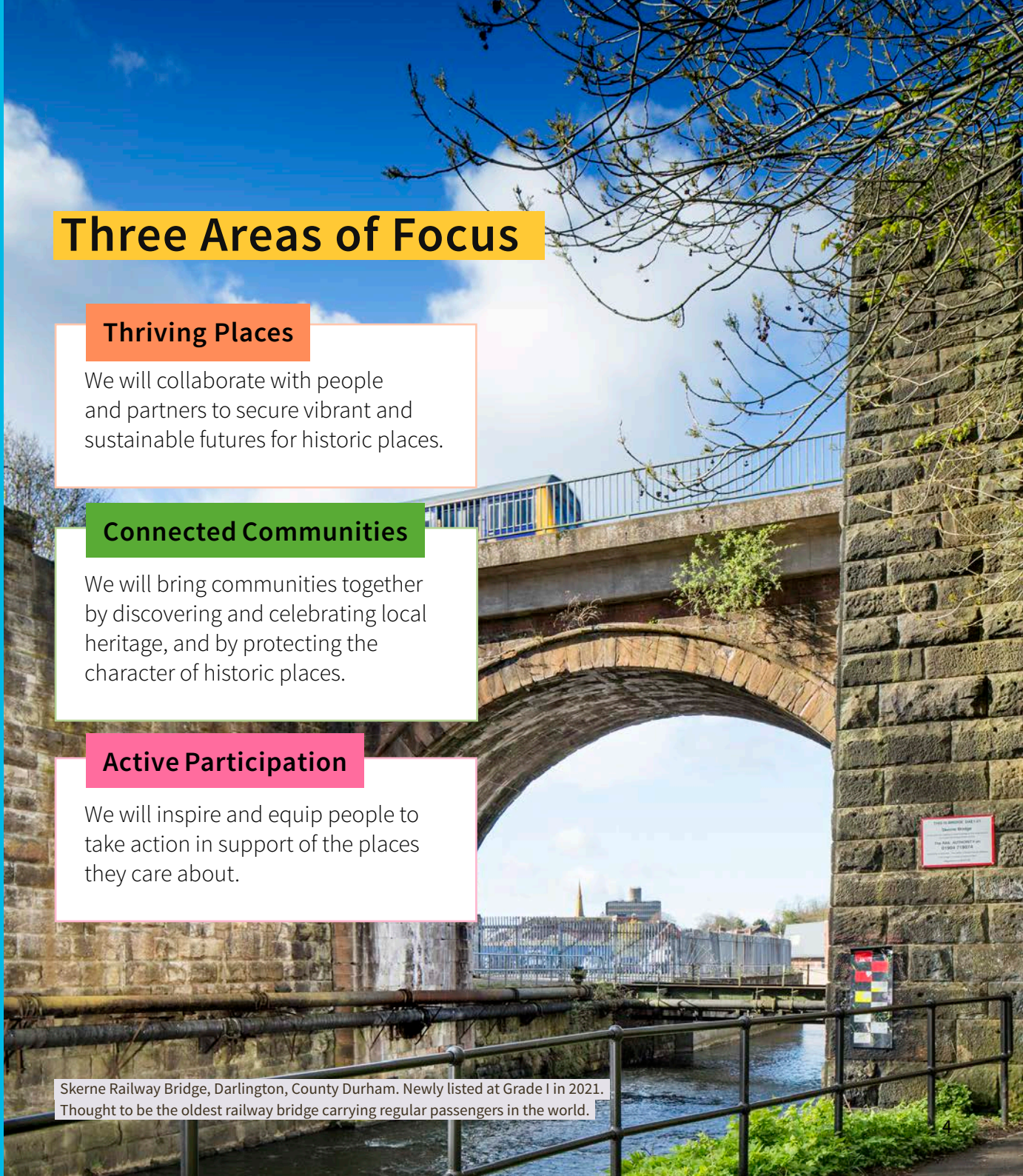
### Connected Communities

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.

Skerne Railway Bridge, Darlington, County Durham. Newly listed at Grade I in 2021. Thought to be the oldest railway bridge carrying regular passengers in the world.



Tier 1 Strategic Activities	Tier 2 Activities	Total Resources Allocated*
<b>01 Investing in places where our expertise and resources make the most difference, supporting places to thrive</b>	<b>1.1</b> Deliver High Street Heritage Action Zones to support Covid recovery in town centres	<b>£55.0m</b>
	<b>1.2</b> Deliver Heritage Action Zones 1-3 to demonstrate the potential of the historic environment	
	<b>1.3</b> Invest in heritage at risk through repair, adaption and sustainable re-use	
	<b>1.4</b> Undertake area-based and thematic Listing programmes to provide clarity and certainty for managing the historic environment	
<b>02 Investing in knowledge creation, skills and organisations where our help is most needed</b>	<b>2.1</b> Improve our knowledge of the extent, character, significance and condition of our historic environment, including recording prior to loss	<b>£8.1m</b>
	<b>2.2</b> Understand the vulnerabilities, hazards and risks of harm to the historic environment and identify appropriate mitigations, including those associated with climate change	
	<b>2.3</b> Develop sector capacity and capability to enable a greater diversity of people and organisations to make the most of the historic environment	
	<b>2.4</b> Identify and deliver strong research collaborations with Higher Education Institutions and Independent Research Organisations (IROs)	
	<b>2.5</b> Lead innovation in heritage protection, adaptation and conservation, including new techniques and materials research	
	<b>2.6</b> Develop our expertise and grow our partnerships, learning from others and sharing best practice, to support and challenge organisations to become more diverse, inclusive and sustainable	

Tier 1 Strategic Activities	Tier 2 Activities	Total Resources Allocated*
<b>03</b> Developing our reputation in heritage policy and evidence to increase our influence at home and abroad	<b>3.1</b> Influence the sector and provide sector leadership, including through facilitated partnerships where appropriate	<b>£4.6m</b>
	<b>3.2</b> Provide evidence on the overall state of the historic environment, including the positive impact of heritage and our work	
	<b>3.3</b> Make the case for heritage, including championing (or demonstrating) heritage as part of the solution to the climate crisis	
	<b>3.4</b> Promote heritage and Historic England internationally	
	<b>3.5</b> Provide advice to government on policy development and effectiveness	
<b>04</b> Providing informed and audience relevant advice to enable the care and development of the historic environment	<b>4.1</b> Compile, improve and promote the National Heritage List for England (NHLE)	<b>£9.3m</b>
	<b>4.2</b> Equip owners with advice on caring for their heritage assets	
	<b>4.3</b> Provide advice to planners and developers on sustainable change	
	<b>4.4</b> Recognise a more representative and diverse heritage through the National Heritage List for England (NHLE) and enable a wider range of people to actively participate in Listing (via the Listing strategy)	
<b>05</b> Enabling communities to connect with and participate more with heritage	<b>5.1</b> Support the heritage sector to connect and collaborate with diverse community groups and organisations	<b>£1.6m</b>
	<b>5.2</b> Support diverse community groups and organisations to actively participate in heritage	
	<b>5.3</b> Enable more people to volunteer in heritage, demonstrating the value of their contribution to thriving places	
	<b>5.4</b> Grow our influence and ability to engage and inspire communities with heritage by working with regional media and MPs, identifying opportunities for collaboration, partnership and active participation	

Tier 1 Strategic Activities	Tier 2 Activities	Total Resources Allocated*
<b>06</b> Equipping people to take action for the historic environment with techniques, tools, knowledge and sharing our expertise in innovative and inspirational ways	6.1 Extend our audience reach	£1.5m
	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	
<b>07</b> Expanding the digital availability of our assets to improve access, participation, and user experience	7.1 Improve accessibility and connectivity of historic environment data and information	£3.1m
	7.2 Improve the understanding of our collections and ensure that more people are able to access and use them	
	7.3 Make our digital content available in one place; make it accessible, usable and compliant with best practice	
	7.4 Use analysis and insight to improve the quality of our digital engagement with audiences	
<b>08</b> Developing inclusive and participative content, events, partnerships and projects to enable everyone to enjoy and understand England's historic environment	8.1 Make sure that our work is relevant to a diverse range of people and is delivered in inclusive ways	£3.5m
	8.2 Inspire people to see the historic environment as an important part of our everyday lives, as part of the solution to the climate crisis, and to get involved	
	8.3 Engage current, the next and future generations with heritage	
	8.4 Keep Historic England in the national conversation through high-profile coverage in a diverse and inclusive range of media sources	
	8.5 Help heritage to benefit more people's lives through cultural programmes, including national and international partnerships	
	8.6 Engage with regional policy makers, funders and partner organisations to enable more people to enjoy and understand England's historic environment	

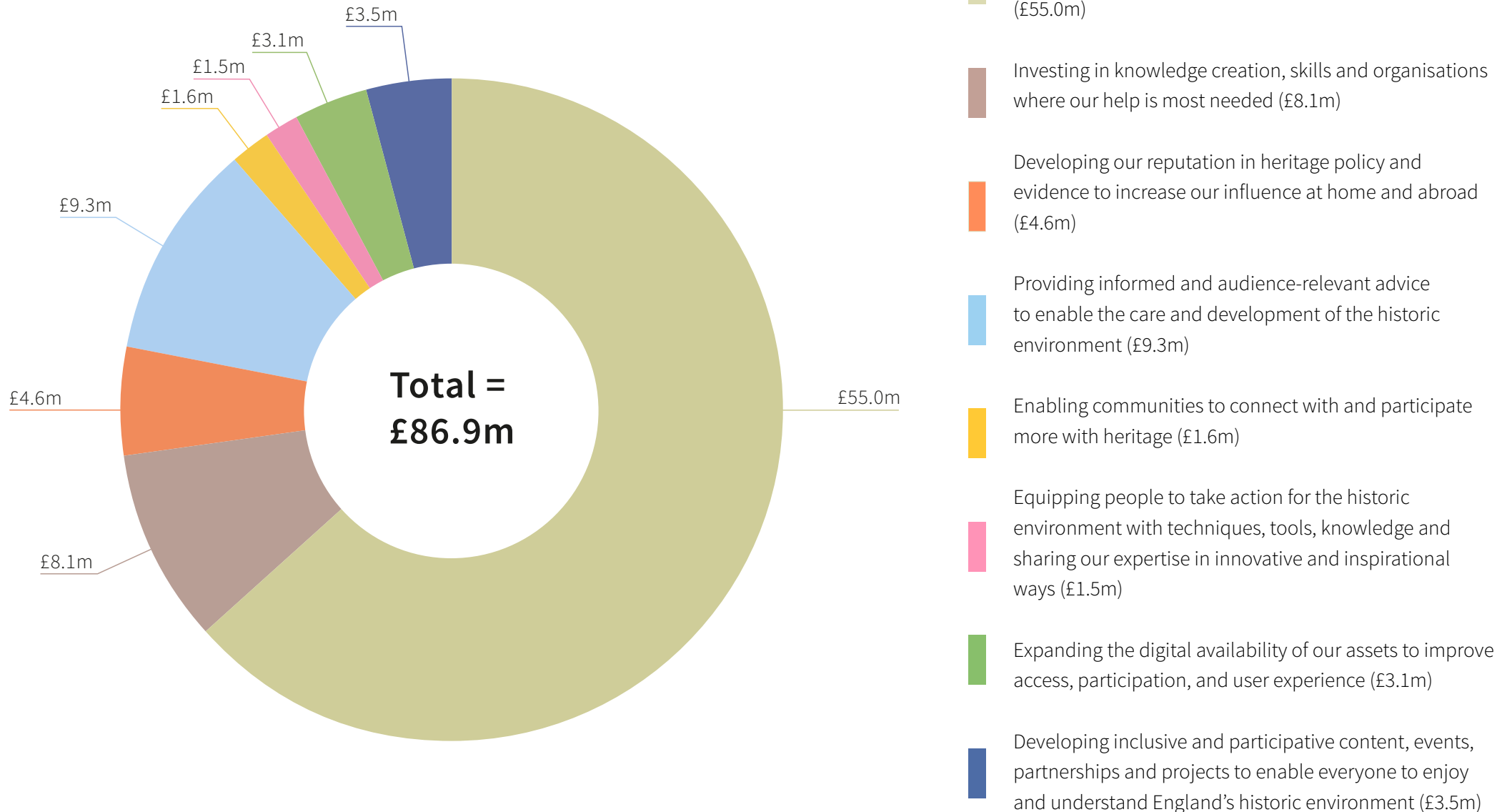
Tier 1 Enabling Activities	Tier 2 Enabling Activities	Total Resources Allocated*
<b>09</b> Develop internal processes and a diverse, well-motivated workforce to deliver the strategic activities	<b>9.1</b> Support managers to improve performance	<b>£10.0m</b>
	<b>9.2</b> Encourage and support continued learning and development	
	<b>9.3</b> Ensure that best practice programme and project management underpins delivery of our strategic objectives	
	<b>9.4</b> Facilitate continuous improvement of the way we work	
	<b>9.5</b> Deliver inclusive and accessible systems that support delivery of our corporate priorities	
	<b>9.6</b> Develop a greater sense of community through proactive staff engagement with internal communications	
	<b>9.7</b> Prioritise investment effectively, ensuring alignment with the Public Value Framework and core strategic areas	
	<b>9.8</b> Make sure that our people better reflect the communities in which we work, and that our working culture is inclusive	
<b>10</b> Develop resilience through diversification of our income	<b>10.1.</b> Continue to grow income through partnership funding, philanthropy and the generation of earned income (including through supporting the Historic England Foundation)	<b>£1m</b>
	<b>10.2</b> Develop our offering of charged-for services	



Tier 1 Enabling Activities	Tier 2 Enabling Activities	Total Resources Allocated*
<b>11</b> Manage ourselves in a cost efficient and sustainable way, consistent with the principles of public accountability and finance	<b>11.1</b> Build the confidence of our funders through effective delivery of corporate functions and provision of Shared Service	<b>£17.2m</b>
	<b>11.2</b> Continue to provide effective legal support to our strategic activity delivery	
	<b>11.3</b> Develop our grants programmes, increasing efficiency of delivery and enabling a greater diversity of applicants to take action in support of the historic environment	
	<b>11.4</b> Develop our understanding of research need and resourcing across the organisation	
	<b>11.5</b> Ensure that our grant programmes deliver outcomes for people and communities as well as heritage	
	<b>11.6</b> Implement the Historic England Carbon Reduction Plan to achieve net zero carbon emissions by 2040	
<b>12</b> Support the English Heritage Trust	<b>12.1</b> Manage Subsidy to English Heritage Trust and provide Shared Service to our Service Level Agreements	<b>£8.5m</b>

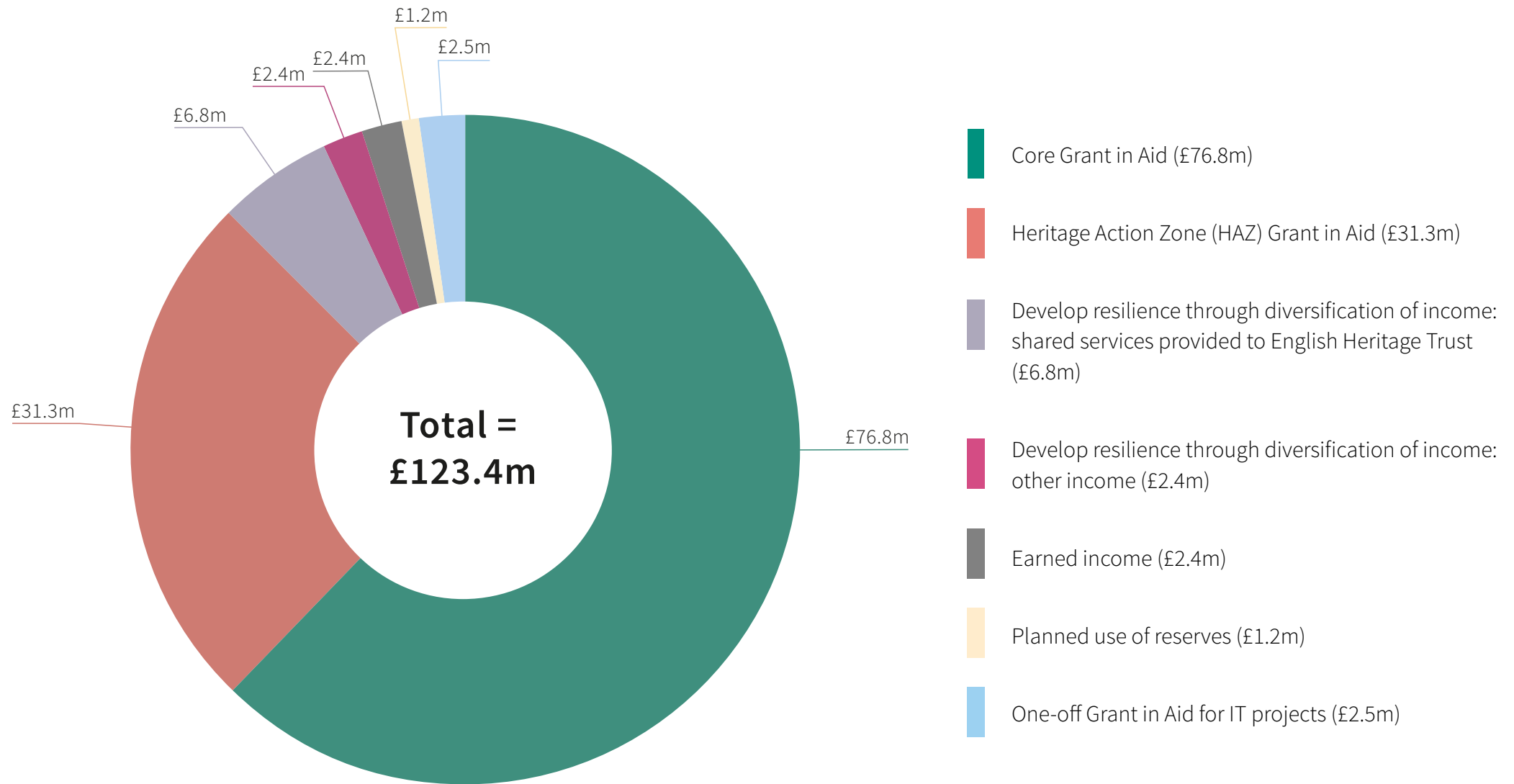
\* These numbers are based on an apportionment of grants, payroll, non-payroll and income, including capital, and therefore the actual figures may vary from those presented.

# RESOURCES BY ACTIVITY



Gross expenditure on Enabling Activities totals £36.8m, bringing overall spend to £123.7m.  
 N.B. All figures have been rounded to 1 decimal place.

# INCOME SUMMARY



We have set a slight deficit budget, which will be managed back to a balanced position during the year. This will be done via emerging underspends and efficiencies, exploiting other potential income opportunities and possibly use of some of our reserves if necessary and agreed at the supplementary estimates.

# 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](https://historicengland.org.uk)



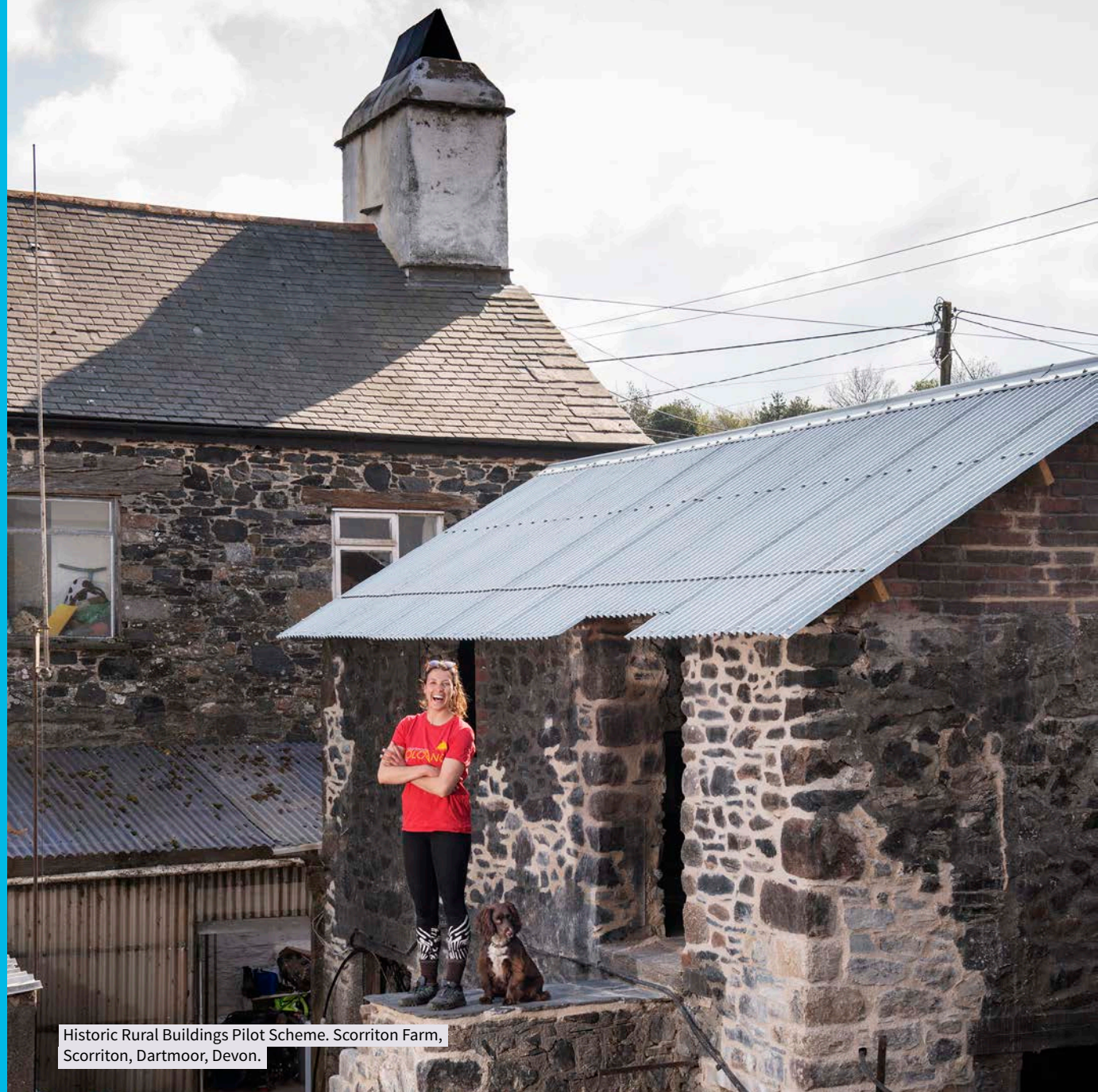
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Historic Rural Buildings Pilot Scheme. Scorrison Farm, Scorrison, Dartmoor, Devon.

