



Historic England

Three Year Corporate Plan 2017-20

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Front cover:

Children outside Holy Innocents Church, High Beach, Epping Forest

Foreword

Our purpose

England's historic environment is a precious national asset. It has shaped our country, culture and people. Each generation cares for it, changes it and passes it on to the next. Historic England's purpose is to champion and protect it, now and for the future.

Why historic buildings and places matter

Historic buildings and places have witnessed our history. They evolve over time, providing the physical evidence that informs our sense of local and national identity.

They constitute some of the most beautiful, recognisable and glorious parts of our landscape. Their preservation, sometimes through adaptation to new uses, enhances the quality of our surroundings, underpinning a sense of wellbeing and community pride.

They are recognised throughout the world as a unique feature of England. They are a valuable capital asset, providing a significant economic stimulus, particularly for tourism and construction. New and small businesses, such as those in the fast growing digital sector, flourish in old buildings and demonstrate the dynamic linkage between England's heritage and its creative industries.

What Historic England does

We champion the importance of the historic environment, showing how it enriches lives and has shaped the nation. Our remit ranges from pre-Roman archaeology to late 20th Century buildings. We are committed to inspiring public interest through education and to showcasing the diverse origins of England's heritage and its relevance to all parts of our society.

Our experts advise on the protection of ancient monuments and historic buildings. They recommend which sites should be listed, advise on planning applications, provide guidance on maintenance and undertake research. Access to our extensive archive, comprising photographs, maps, architectural drawings and general advice is freely available, increasingly on-line.

We support owners, local authorities, central government and all others involved in the management of heritage assets. Our objective is to find constructive solutions to ensure that historic structures can, in the best ways possible, be preserved whilst accommodating necessary change to enable economic development and an improved national realm.

We are a public agency, mainly financed by taxpayers. We manage our affairs in order to maximise our effectiveness and efficiency. Our properties, comprising the National Heritage Collection, are now managed by an independent charity which intends to be financially self-sufficient by 2022/23. Our services are mainly provided free of charge, but we are introducing some enhanced and new charged-for services to diversify our revenue.

A handwritten signature in black ink that reads "Laurie Magnus". The signature is written in a cursive style with a long horizontal stroke at the end of the name.

Sir Laurie Magnus
Chairman, Historic England

Part 1

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:

- secure the preservation of ancient monuments and historic buildings;
- promote the preservation and enhancement of the character and appearance of conservation areas; and
- promote the public's enjoyment of, and advance their knowledge of, ancient monuments and historic buildings.

Our Values

We champion. We stand up for the historic environment.

We are expert. We have the knowledge, experience and technical expertise to speak and act authoritatively.

We are constructive. We promote the long term protection of the historic environment by keeping it in beneficial use.

Chief Executive's introduction

2017 marks the end of the second year since Historic England was established and has opened up a new set of challenges and opportunities for us as the protector and champion of England's historic environment. Whatever lies ahead, we can say that people are talking about the importance of our heritage as never before (our annual survey results by RepTrak™ ranked us at number 8 in the public sector reputation league tables). This lies at the heart of how we can address those challenges.

The more people buy in to the value of the places which represent our past, the more likely we are to hand it on to future generations. That is why issues such as diversity are so important for us. Appealing to an ever-wider socio-economic, ethnic, sexual preference and gender mix will mean we can draw on the broadest bedrock of support from communities across the country. And that's what makes the difference when our planning system is based on local democracy.

We have played a full and constructive part in a number of major and successful development projects, from King's Cross and Battersea Power Station to Buxton Crescent and Ancoats, Manchester. Although we always look for a consensus solution, sometimes that isn't possible if we are to protect important historic places. Without hesitation we will continue to champion important heritage under threat, as we have, for example, in relation to the proposed St Michael's development in the centre of Manchester and the proposals for Paddington. We must also get the point across to more developers that heritage can be a real asset, not just to society but financially too, when it is sensitively incorporated into a well-designed scheme. That is just what Historic England does: bringing an informed, impartial and expert voice to the debate which ensures that long-term considerations are given due weight.

This year we launched our Heritage Action Zone programme which concentrates our resources in areas where we can work with enthusiastic local authorities to realise the potential of historic buildings and places for local communities. These range geographically across England, from Sunderland to Ramsgate and Hull to Weston-super-Mare.

Heritage Action Zones will build on good examples, from previous experience, where we have helped to ensure local economies harness the real power of heritage, such as Margate in Kent and Boston in Lincolnshire. Historic England sees its role as spreading the good news as well as tackling the difficult issues. We can sometimes be accused of being arcane. But initiatives such as Enriching the List – where we have invited the public and community groups to help us keep The List relevant and up-to-date through sharing knowledge and pictures - are breaking down those barriers and refreshing our data with new insights.

We are also opening up our engagement with the heritage sector to a wider Expert Advisory Group, where we are discussing difficult issues such as ‘contested heritage’ (current issues include protests around the memorialisation of Colston in Bristol which will continue to prompt us to consider new ways to interpret and reflect on our history). As well as working on First World War memorials, we are also tackling new listings of important but overlooked buildings and places such as ‘postmodern’ listings.

Our national research responsibilities in areas such as archaeology continue to deliver extraordinary results, such as the discoveries at Must Farm and Great Ryburgh (an exceptionally well-preserved Anglo-Saxon cemetery). With demand for skilled archaeologists to work on major infrastructure projects set to increase significantly, we are actively reviewing how we can contribute best to the future of the discipline. We have continued to make a major contribution to maintaining and updating skills in the sector, supporting local authority staff and members and extending our training to include planners, expanding our e-learning offer and paving the way for heritage apprenticeships.

We also received very good news in 2017 from the Heritage Lottery Fund about our long standing project to rescue and refurbish Shrewsbury Flaxmill Maltings. Twelve years after buying Shrewsbury Flaxmill Maltings and saving it from catastrophic decline and bankruptcy, we are now able to proceed to tender the works to restore this most important industrial site, the first iron-framed building in the world and give it a sustainable future. This represents something that Historic England can only rarely achieve, rescuing a place of outstanding importance by direct intervention – as guardian of ‘last resort’.

The Culture White Paper encouraged Historic England to take a more proactive role in opening up our expertise to markets abroad, as well as helping to develop the heritage sector’s international commercial offer. It also emphasised the significance of diversity for our sector, and the need to engage and train young people and to promote the wider social benefits of cultural heritage, including health and well-being.

It was followed by a series of reforms to the planning system on which we made representations to safeguard the role of heritage within the National Planning Policy Framework. This is work in progress, but we believe our case has been recognised within government. For example, instead of focusing only on planning, the recent Housing White Paper puts forward a range of solutions to increase the number of houses and also recognises the importance of quality as well as quantity. We hope that this approach will set the context for other potential challenges to our historic environment such as the government’s infrastructure programme and the large scale disposal of public sites and buildings.

Our network of regional offices enables us to work closely with communities and decision-makers across England. Heritage Action Zones and an increasingly collaborative and open working style give us real opportunities to build public engagement in each of the regions where we work. This is a critically important aspect of the ‘bedrock of support’ I mentioned above, and is an important direction of travel for the organisation as a whole. We will be successful when we create champions for the historic environment outside our own four walls, wherever we work.

Most of us work outside London – indeed only 8% of staff other than those working specifically on London cases are based in London itself. We are always looking for ways in which to drive down costs and improve efficiency. During 2016/17 we responded to over 22,000 planning cases, with 99.6% being within deadline. In the year previous to August 2016, 435 sites were removed from the Heritage At Risk register through a combination of expert advice and grant aid. But in some areas such as increased charges for pensions and the apprenticeship levy there is irresistible pressure in the other direction.

We have pursued charging for some supplementary services within Treasury guidelines, for example where government is assessing the case for major asset disposals, and always at cost. The changes we would like to make to this service to improve cost recovery and simplify it are still awaiting approval. We have also taken on additional administrative services on a chargeable basis which has enabled us to recover overheads, and are in the process of radical reform of the way we provide IT.

Finally, Historic England's success is very much bound up with that of the New Model under which the newly constituted English Heritage Trust has taken on responsibility for the National Heritage Collection of over 400 sites and monuments, and aims to run them on a financially self-sufficient basis by 2023. We continue to provide English Heritage with financial, administrative, research and technical support to that end.

Historic England looks forward to the next three years which will provide a new set of challenges as we build more houses, railways and roads as a nation, and as political assumptions which we had taken for granted for several decades also change. For the sake of our legacy to future generations and our cultural identity which is so bound up with our cultural heritage, we are determined to meet those challenges. Thank you for a successful 2016/17. I look forward to working with you all to make 2017/18 even better.

A handwritten signature in cursive script that reads "Duncan H. Wilson". The signature is written in black ink on a white background.

Duncan Wilson
Chief Executive, Historic England

Our aims and key outputs

Aim 1: Championing

1. Campaigns and championing to general public and engagement with local communities (including exhibitions)
2. Advocacy to government and key opinion formers backed up by research
3. New models of engagement through enriching the list, and charged for services, marketing and social media
4. International engagement
5. Wider public access to the Archive and publications
6. Research targeted on outreach and engagement
7. Reaching more people and more diverse audiences including Heritage Schools

Aim 2: Protecting through the listing and planning system

8. Site specific planning advice
9. Planning advice – local plans, Conservation Areas and other historic places
10. Strategic planning advice – major projects and infrastructure
11. Thematic listing/scheduling
12. Reactive listing, scheduling and marine casework
13. Review and updating of the List
14. Expert legal and other professional opinions

Aim 3: Match funding and financial incentives to protect places

15. Heritage At Risk grants and advice – individual buildings and places
16. Emergency recording of threatened sites of nationally important potential
17. Heritage Action Zones, concentrating resources with local authorities and others
18. Last resort acquisition of exceptional places with no alternative solution

Aim 4: Strengthening national capacity and sustaining heritage protection systems

19. Capacity building grant and initiatives to strengthen capability and effectiveness of heritage sector and community groups
20. Understanding the threats to historic environment and developing strategies to combat them from climate change to conservation deficits
21. Sustaining heritage protection policy and legislation and Historic Environment Records
22. Research filling national gaps in understanding, working with partners and in-house
23. Training and guidance for local authority staff and others, apprenticeships
24. Enhancing sector knowledge e.g. through specialist audience publications and webpages

Aim 5: Supporting English Heritage

25. Financial support for English Heritage in transition
26. Support in kind, expert advice and shared services to English Heritage

Aim 6: Improving financial and organisational resilience and accountability

27. Income generation, EAS, fundraising
28. Shared services to DCMS
29. HE staff development and training
30. Support services: Finance, HR, IT
31. Promoting better ways of working, efficiency and effectiveness
32. Regional offices - accommodation costs.

Financial overview

	2016/17 £ m	2017/18 £ m	2018/19 £ m	2019/20 £ m
Income				
Baseline Grant in Aid	68.5	67.4	67.4	67.4
Grant In Aid for English Heritage Trust subsidy	14.5	14.5	13.6	12.0
Other Grant in Aid (specified purpose)	3.3	5.2	7.9	0.0
Recharged services, Commercial & Other	13.5	12.7	12.0	12.2
HLF grant Shrewsbury Flaxmill Maltings	-	3.9	4.2	6.9
Total Income	99.8	103.7	105.1	98.5

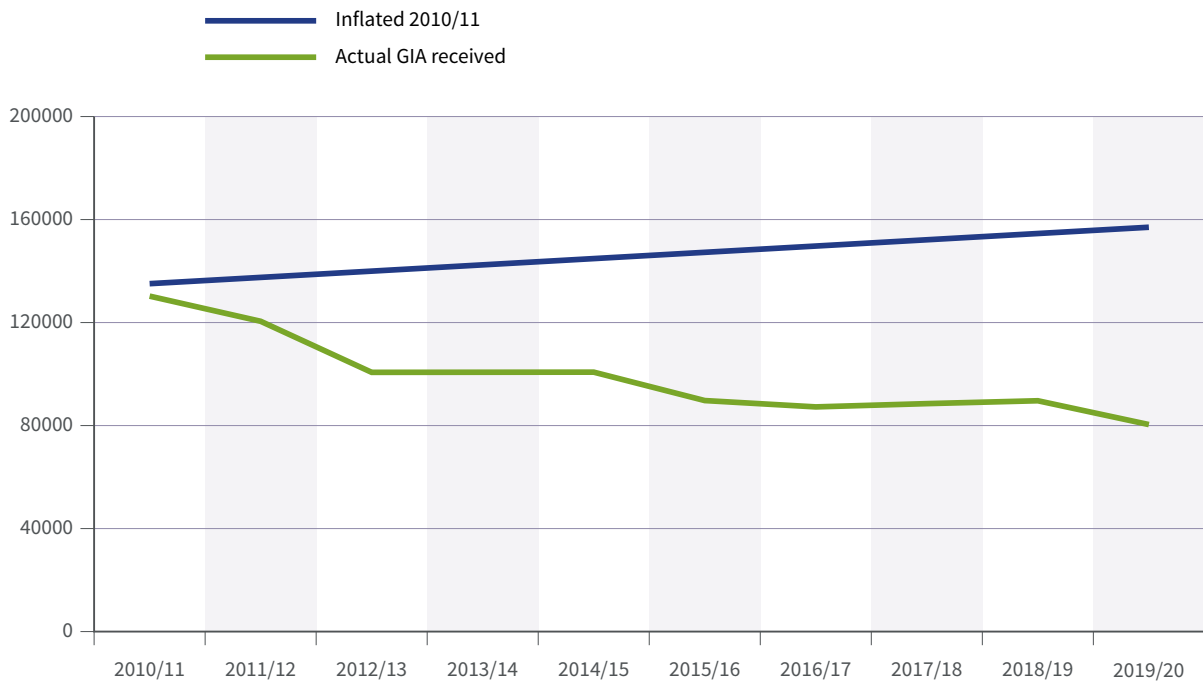
Expenditure				
Grants - Heritage at Risk (discretionary)	11.2	10.7	10.7	10.7
Grants - Research, Education & Capacity Building	6.8	6.1	6.1	6.1
Grants – Heritage at Risk (DCMS specified)	1.9	3.1	7.7	0.0
Pay	39.5	40.9	40.5	41.2
Running Costs	26.0	23.8	21.4	20.1
Shrewsbury Flaxmill Maltings Expenditure	0.0	4.7	5.2	8.9
Subsidy to English Heritage Trust ¹	14.4	14.4	13.5	12.3
Further savings to be agreed		0.0	0.0	-0.8
Total Expenditure	99.8	103.7	105.1	98.5

Net Surplus / (Deficit)	0.0	0.0	0.0	0.0
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The underlying trend in Grant in Aid is a 10% reduction over the four years shown once inflation is taken into account. Additional allocations for the First World War Memorials Listing Programme until 2018, and for grant in respect of Wentworth Woodhouse which we will process, mask this underlying trend in total income until the very steep fall in the total in the last year of the planning period 2019/20. The real terms reduction in Grant in Aid (taking account of inflation) from the previous spending review in 2010/11 to 2019/20 is in fact 49%.

¹By agreement, this is phased differently to the actual GIA and the totals are the same over the period

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



Additional income is earned by charging for services. Our principal client is English Heritage under the terms of the Shared Services Agreement. Our recharge to English Heritage is anticipated to fall over the planning period. 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. Our other major client for support services is the DCMS for whom we provide financial support services, again at cost.

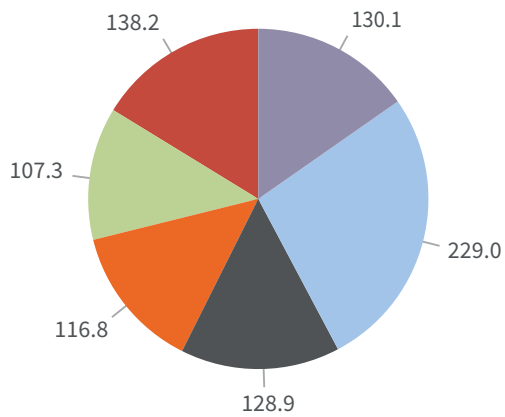
We also offer additional charged for services in relation to our core planning advice and listing responsibilities. These are brought together under our Enhanced Advisory Services (EAS) programme, under strict Treasury cost recovery rules. Although generating relatively small amounts of additional income (£0.4m in 2016/17) this has the potential to grow and become more significant over the plan period.

We have prioritised protection of our Heritage at Risk discretionary grants budget over the planning period. The budget for 2016/17 was £10.7m, as it is until 2019/20. In the event we were able to add to the original budget, bringing spending up to £11.2m for 2016/17. Other grants mainly relate to research projects, where we have had to reduce allocations to meet target budget reductions. We hope to reduce the impact by working more effectively with external partners. There are also specific allocations to Wentworth Woodhouse over the period, of £7.2m.

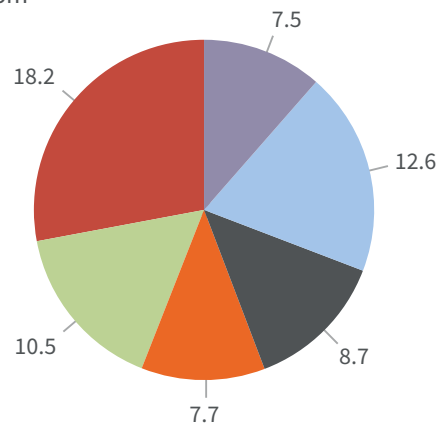
The pressures on the pay budget, despite continued public sector pay restraint, come from additional charges for pensions and the apprenticeship levy, especially in 2019/20.

2017/18 estimated resources by aim

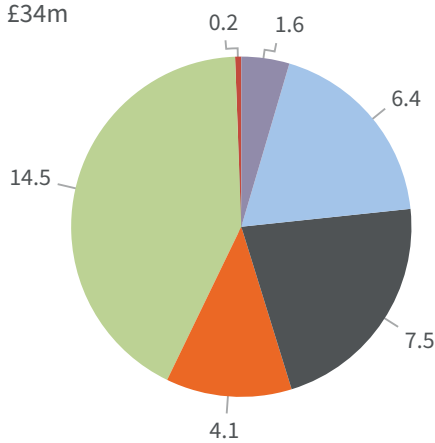
Staff (FTE)
total: 850



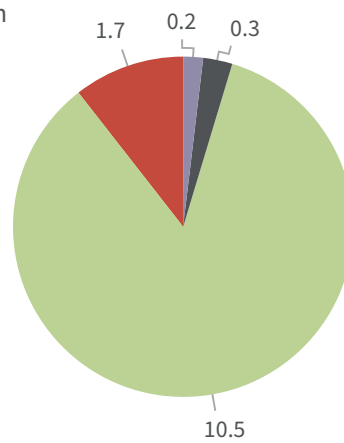
Staff and running cost budget (without grants) £m
total: £65m



Grant and EHT subsidy budget £m
total: £34m



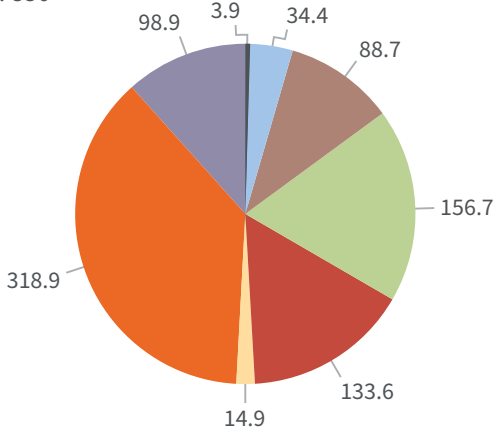
Income budget £m
total: £13m



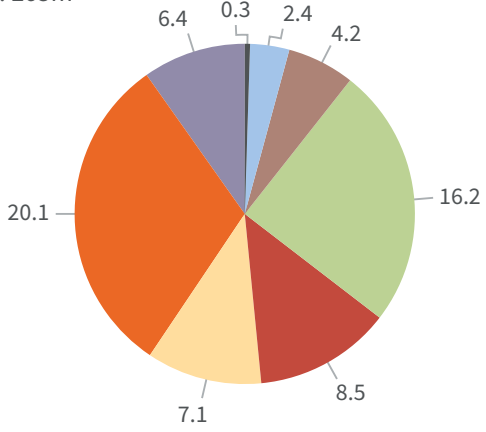
- Championing
- Protecting through the listing and planning system
- Match funding and financial incentives to protect places
- Strengthening national capacity and sustaining heritage protection systems
- Supporting English Heritage
- Improving financial and organisational resilience and accountability

2017/18 resources by function

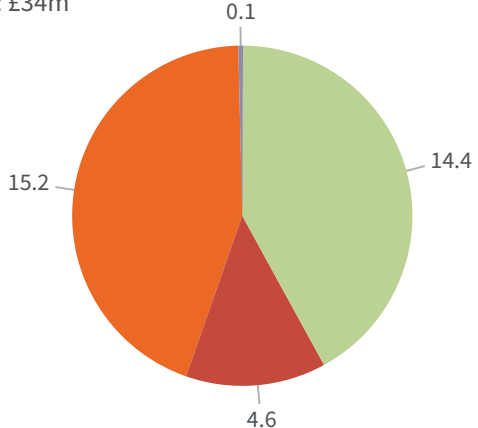
Staff (FTE)
total: 850



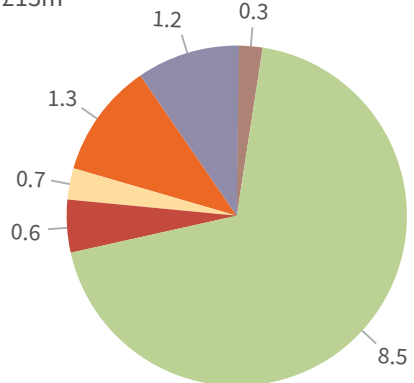
Staff and running cost budget (without grants) £m
total: £65m



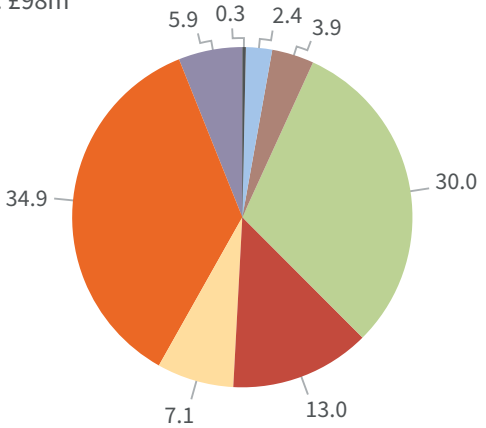
Grants budget £m
total: £34m



Income budget £m
total: £13m



Total budget² £m
total: £98m



- Chief Executive
- Communications
- Listing
- Finance, HR and IMT
- Research
- Accommodation
- Planning
- Engagement

²This budget is net of accrued grants for Shrewsbury Flaxmill Maltings

Our risks and how we manage them

No.	Risk	Ranking (LxI=P) ³			Controls
		L	I	P	
CR1	<p>Reduction in the protection of the historic environment through;</p> <ul style="list-style-type: none"> ■ changes in the planning system ■ misapplication of the law and policies ■ introduction of government policies or laws that make cuts in investment or are contrary to the interests of heritage conservation ■ Implications of repealing EU regulations may potentially harm UK heritage protection law and policy if this is reviewed and revised 	2	3	6	<ul style="list-style-type: none"> a. Government Advice supported by Planning, Research, Governance and Legal and Listing, monitor all proposed changes to law, policy and guidance and advise government and stakeholders on the consequences b. Monitor decisions under NPPF; consider informal or formal challenge to poorly reasoned decisions. Stakeholder management strategy provides influence and feedback. Government Advice ensure good working relations with DCMS, CLG and Defra c. Regular CEO and Chairman meetings with ministers and senior officials in DCMS, CLG and Defra d. Gather evidence for the value of heritage e. Make the case for the value of heritage f. Maintain and develop the national and local Heritage at Risk Registers g. Support Heritage 2020 h. Work with the sector to provide a joined-up approach to protection of the historic environment which has greater impact
CR2	<p>Reduction in local authority resources deployed in protecting heritage leads to loss of heritage protection</p>	3	3	9	<ul style="list-style-type: none"> a. Collaborate with local authorities in exploring alternative models for providing heritage advice b. Deliver enhanced and expanded training offer to local authorities c. Gather evidence and make the case for the value of heritage d. Improve access to heritage information e. Influence local plan policies f. Promote constructive conservation g. Provide expertise and grants for heritage at risk h. Ensure HE expertise is relevant and accessible i. Build capability in volunteer groups

No.	Risk	Ranking (LxI=P) ³			Controls
		L	I	P	
CR3	Loss of credibility and influence due to our advice not being founded on appropriate expertise	1	3	3	<ul style="list-style-type: none"> a. Develop our research partnerships b. Provide the Greater London Archaeological Advisory Service (GLAAS) c. Ensure Historic England's expertise is relevant and accessible and underpins all our advice d. Ensure heritage science delivers more effective approaches to understanding and protection e. Ensure HR policies concerning reward, training, career progression etc. are a positive influence in recruiting, retaining and developing appropriate expertise
CR4	Business processes and their infrastructure (including IT) become unfit for purpose	2	2	4	<ul style="list-style-type: none"> a. Strive for greater transparency and efficiency b. Ensure IT strategy and programme is consulted on widely and given sufficient investment c. Ensure re-procurement of IT suppliers takes account of all future service needs and balances realistic service levels with price d. Finance Manual, HR Manual and all other staff policies and guidance are usable, used and lead to efficient effort in support of the Corporate Plan objectives. They are reviewed comprehensively during the plan period e. Programme boards are reviewed on a regular basis and they strive for minimal bureaucracy and efficiency in their business and ensure the same approach in any boards they oversee f. Information Management Strategy is sound and adhered to g. Electronic management strategy is developed and adopted h. Cyber security resilience: external testing and accreditation sought

³L = Likelihood of the risk happening – 1 low; 2 medium; 3 high

I = Impact were the risk to happen – 1 low; 2 medium; 3 high

P = L x I. P is therefore from 1 to 9. The higher the number the more of a concern the risk should be to us

No.	Risk	Ranking (LxI=P) ³			Controls
		L	I	P	
CR5	Grant in aid is further cut during the CSR period owing to on-going economic uncertainties leading to compromises in heritage protection services	3	2	6	<ul style="list-style-type: none"> a. Increase resilience, including by meeting income targets for enhanced advisory services b. Strive for greater efficiency c. Continue to gather evidence for and make the case for the value of heritage d. Maintain a stakeholder engagement plan e. Assess the impact of the withdrawal of EU funding from the wider historic environment and gather evidence of the impact of this on the historic environment. Highlight to government the importance of our grants programme continuing
CR6	English Heritage fails to adhere to the contractual framework in a material respect or fails to meet its financial objectives leading to Historic England having to intervene and possibly take the operation of the National Heritage Collection back	2	3	6	<ul style="list-style-type: none"> a. Support English Heritage through shared services b. Regularly monitor and review the performance of English Heritage so as to address projected problems early
CR7	Failure of shared services leads to claims and/or termination and consequent loss of income	2	2	4	<ul style="list-style-type: none"> a. Clear service obligations in agreement – kept up to date b. Regular liaison and reviews between service leads c. Regular liaison between Shared Services Lead Officers d. Benchmarking of value for money
CR8	Loss of staff engagement leading to reduced productivity	2	3	6	<ul style="list-style-type: none"> a. Performance related pay to be used effectively to mitigate the effects of public sector pay restraint b. Respond to staff survey with positive and published action plan c. Monitor management information on employees d. Liaise with unions to understand staff concerns e. Provide training and professional development support f. Use performance management effectively g. Communication of our strategy and progress against it to engage staff h. Monitor and plan for any changes in UK employment legislation as a result of the repeal of EU regulations and support and advise any staff affected

No.	Risk	Ranking (LxI=P) ³			Controls
		L	I	P	
CR9	Failure to comply with law and policy concerning day-to-day operational matters, such as health and safety of staff, leading to possible injury to staff, loss of assets, fines, claims and damage to reputation	2	3	6	<ul style="list-style-type: none"> a. Legal advice received by all departments on areas of compliance. Each reporting director confirms that they accept the responsibility of compliance and report against that obligation under this risk b. Performance reporting from department directors to ET, Audit Committee and Commission to ensure relevant responsibilities are captured, controls are in place and cross-departmental activity is coordinated c. Fraud policy documents are on the intranet, a risk analysis of fraud/theft is being undertaken and system is set up to record thefts d. HR policy is available online and is regularly reviewed e. Operational risks advice staff advise proactively on security, fire, business continuity and health and safety risks f. Operational Risks Review Board reviews operational risks and reports to ET independently of line managers g. Compliance with Government's Security Policy Framework monitored through information management and compliance group h. Responsibility for managing risk between Historic England and English Heritage is clearly set out in the contractual framework and this clarity is reinforced in shared services delivery i. Monitor and plan for any changes to law and policy resulting from the repeal of EU legislation

No.	Risk	Ranking (LxI=P) ³			Controls
		L	I	P	
CR10	Failure to develop the diversity of our own staff and committees and to engage in improving the diversity of the sector, leading to a failure to foster the widest possible sense of ownership of our national inheritance of buildings and places	2	3	6	<ul style="list-style-type: none"> a. Workforce diversity strategy and action plan in place b. Develop an employer brand for Historic England that communicates why people might want to join us c. Improve equality and diversity at Historic England by achieving LGBTQ equality, improving Equal Opportunities monitoring data and continuing our work to diversify our workforce in under-represented areas d. Promote public engagement with heritage through running campaigns to help people identify with their heritage and recognise the importance of looking after it e. Promote the NHLE through the Enriching the List initiative to ensure there is greater public engagement f. Increase the involvement of local communities in addressing Heritage at Risk g. Increase capacity through a range of activities including National Capacity Building grants, advice and training h. Through research grants and in-house expertise enhance knowledge and public enjoyment of heritage that needs to be better understood or represented i. Ensure we have a clear and consistent approach to contested heritage

Measuring our success

We will measure the following things to help understand how well we are achieving our aims. We will measure things that we produce (outputs) and the impact we are having (outcomes). Last year's figures are shown where available. In some areas we set ourselves a target, however, it is not appropriate to have a target for every measure.

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

Aim 1: Championing

Measure	2015/16	2016/17	2017/18 Target	Movement 15/16 to 16/17
Visits to our website	2.51m	4.40m	5m	↑ +75%
Media coverage ⁴	1072	2269	3800	↑ +112%
Social media followers	-	215,300	235,000	-
Newsletter subscribers	-	80,900	85,000	-
Average reach of our campaigns to people in England who class themselves as 'interested in arts and culture'	-	64%	67.5%	
Teachers and other educators attending Heritage Schools training	2487	2935	3000	↑ +18%
RepTrak™ survey score	75.7% ⁵	78.4% ⁶	80%	↑ +4%
BME visits to heritage sites ⁷	56.3%	57.3%	-	↑ +2%
Lower socio-economic visits to heritage sites ⁷	63.4%	61%	-	↓ -4%
Visits to heritage sites by those with a limiting disability or illness ⁷	67.7%	68%	-	↔ 0.3%

⁴National and regional printed articles and broadcasts

⁵8th place out of 64 public sector bodies surveyed

⁶8th place out of 64 public sector bodies surveyed

⁷Adult 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 Target	Movement 15/16 to 16/17
Changes to the National Heritage List for England	9115	10,165	-	↑ +12%
Historic sites added to Historic Environment Records ⁸	4500+	6066	4000	↑ +35%
Pre-application proposals advised on	3721	3203	-	↓ -14%
Planning casework advised on	22,030	22,241	-	↑ +1%
Planning casework advised on within 21 days or agreed deadline	99.7%	99.6%	100%	↔ 0.1%

Aim 3: Match funding and financial incentives to protect places

Measure	2015/16	2016/17	2017/18 Target	Movement 15/16 to 16/17
Grants given	£19.5m	£19.9m	£19.9m	↑ +2%
Number of HAR sites removed from the 2015 Heritage at Risk Register by 2018	604 (10.5%)	435 (7.9%)	750 (15%)	n/a

Aim 4: Strengthening national capacity and sustaining heritage protection systems

Measure	2015/16	2016/17	2017/18 Target	Movement 15/16 to 16/17
Training opportunities delivered	2480	3002	2750	↑ +21%
Advice and guidance public downloads	114,500	134,900	141,600	↑ +18%
Research publications public downloads	75,300	150,700	190,000	↑ +100%
Views of our digital Archive ⁹	13.9m	16.7m	17.5m ¹⁰	↑ +20%
Views of the National Heritage List for England ¹¹	5m	6.8m	7.5m	↑ +35%
Volunteers we have engaged	-	5902	6200	n/a

⁸Newly identified and given a measure of protection through addition to HERs

⁹Page views

¹⁰This is a transitional year when the main Archive catalogue will become part of the HE website which may lead to loss of traffic

¹¹Page views

Aim 5: Supporting English Heritage

Measure	2015/16	2016/17	2017/18 Target	Movement 15/16 to 16/17
Revenue deficit funding to English Heritage	£15.5m	£14.4m	£14.4m	↓ -7%
English Heritage trading surplus	£500,000	£3.2m	-	↑ +540%
Spend on priority conservations defects ¹²	£6.1m (12%)	£9.8m (19%)	-	As profiled in 15/16

Aim 6: Improving financial and organisational resilience and accountability

Measure	2015/16	2016/17	2017/18 Target	Movement 15/16 to 16/17
Workforce diversity (% of workforce)				
■ Female at Director level+	32%	43%	50%	↑ +34%
■ Female at Band A	43%	50%	50%	↑ +16%
■ Black, Asian and Minority Ethnic (BAME) staff	3.8%	4.3%	5%	↑ +13%
■ Staff with a disability	2.8%	2.8%	-	↔ 0%
■ LGB staff	5.9%	6%	-	↑ +2%
Motivated and engaged workforce¹³				
■ Staff satisfied with their job	84%	-	Improve	
■ 'We are executing our strategy effectively' positive response	32%	-	-	
Self-generated income				
■ Earned income (excluding shared services)	£1m	£1.8m	£1.8m	↑ +73%
■ Fundraising	-	£80,500	£200,000	-
Administrative costs (% of total net expenditure) ¹⁴	16.6%	16.7%	16.4%	↔ 0.1%

¹²On National Heritage Collection properties from the £52m Government grant

¹³Staff survey results 2015

¹⁴Based on net expenditure after income. Administrative costs defined as all administration costs other than the costs of direct frontline service provision

Part 2

Our work in 2017/18

Each of the groups in Historic England has prepared a work plan for 2017/18. The desired outcome is shown, together with targets or measurements that will assist in understanding if the work has been effective and efficient (productivity and impact measurements).

Communications and Marketing group

6 teams: Campaigns, Media, Marketing, Digital, Development, Internal Communications

Work	Outcomes
Aim 1: Championing	
<p>1. Campaigns and championing to general public and engagement with local communities (including exhibitions)</p> <ul style="list-style-type: none"> ■ London campaign - outdoor 'I Am London' exhibition, 'More London', May 2017, first 'London History Day', May 2017 ■ History of England in 100 Places campaign launches June 2017 ■ Hull City of culture – thematic listings with surrounding campaign, June 2017 ■ Decriminalisation of homosexuality anniversary – listings announced July 2017 ■ The Sunbathers – crowd-funding and return to the South Bank for Festival of Britain season Summer 2017 ■ Channel 4 programme Autumn 2017 ■ Immortalised report – mainstream media launch, Autumn 2017 (Immortalised exhibition opens Spring/Summer 2018) ■ Heritage Open Days promotion ■ Palace of Westminster report – folk history and public attitudes to this iconic building (for launch after repair option is selected by Parliament) 	<ul style="list-style-type: none"> ■ Increase engagement with shared history in hadvance of London Plan consultation ■ Ensure heritage is represented in this and future cultural programmes ■ Encourage celebration and protection of LGBTQ history in the built environment ■ Promote understanding and care for post-war public art and gain new supporters ■ Engage mainstream audiences in understanding and enjoying historic buildings, promote Historic England and our mission to interested public, opinion-formers and commentators and win new champions ■ Public and community engagement in rescue and restoration ■ Promote interest, engagement and understanding of the historic environment and important issues like 'disputed heritage' ■ Promote public engagement and enjoyment ■ Encourage debate about the public's relationship with this iconic building

<ul style="list-style-type: none"> ■ Heritage At Risk annual launch October 2017 ■ Angel Awards November 2017 ■ Another England campaign launch October 2017 (BAME history project using Historic Environment Commissions research) 	
<p>2. Advocacy to government and key opinion formers backed up by research</p> <ul style="list-style-type: none"> ■ London campaign – ‘I Am London’ exhibition inside City Hall and GLA members guided tours ■ Immortalised report explores issues including disputed heritage and custodianship, supported by guidance for local authorities and custodians 	<ul style="list-style-type: none"> ■ GLA and related stakeholders are aware of Historic England’s London campaign objectives and can support them
<p>3. New models of engagement through enriching the list, and charged for services, marketing and social media</p> <ul style="list-style-type: none"> ■ New Content Management System for website ■ New ‘Get Involved’ section on our website, Autumn 2017 ■ Enriching the List is embedded as activity into communications campaigns, e.g. ‘Women in Science Day’ and ‘70 years of Listing’ communications 	<ul style="list-style-type: none"> ■ Integration of social media to HE website, to provide a platform for debate and shared content from third parties ■ Promote citizen action including volunteering, event and visit attendance, society membership and education ■ Promote Enriching the List; trial sponsored, funded thematic campaigns, form partnerships with other sectors and organisations
<p>4. International engagement</p> <ul style="list-style-type: none"> ■ Social and traditional media support ■ Greater collaboration with the GREAT Britain campaign 	<ul style="list-style-type: none"> ■ Heritage as part of national identity and culture better understood among those promoting UK overseas
<p>5. Wider public access to the Archive and publications</p> <ul style="list-style-type: none"> ■ HE website Archive project, Autumn 2017 ■ Marketing support through HE and external channels ■ New Application Programme Interfaces 	<ul style="list-style-type: none"> ■ Promote archive materials to public and increase accessibility ■ Improve access both via HE and 3rd party channels ■ Enable third parties to host and promote our data and collections ■ Easier and more effective access to Archive for customers ■ Better use of Archive materials in our public engagement work

Aim 2: Protecting through the listing and planning systems

9. Site specific planning advice <ul style="list-style-type: none">■ Support for 'hot cases'■ Focused communications on areas of current interest including Grimsby, Manchester and London	<ul style="list-style-type: none">■ Local stakeholders understand Historic England's viewpoint and are well-placed to support it in each case■ Local stakeholders understand Historic England's mission and are able to support it, where appropriate
11. Thematic Listing/Scheduling <ul style="list-style-type: none">■ Communications campaigns to support thematic listings including pre-war libraries, post-war schools and post-modern buildings	<ul style="list-style-type: none">■ Local teams are equipped and ready to increase impact locally among public audiences
13. Review and updating of the List <ul style="list-style-type: none">■ Revised listings receive media support on high-profile or themed places	<ul style="list-style-type: none">■ Local teams are equipped and ready to increase impact locally among public audiences

Aim 3: Match funding and financial incentives to protect places

17. Heritage Action Zones, concentrating resources with local authorities and others <ul style="list-style-type: none">■ Launch and on-going support for Heritage Action Zones through support for local teams who will undertake public and stakeholder engagement for HAZs on their patch	<ul style="list-style-type: none">■ Local teams are equipped and ready to increase impact locally among public audiences
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Aim 4: Strengthening national capacity and sustaining heritage protection systems

20. Understanding the threats to historic environment and developing strategies to combat them, from climate change to conservation deficits <ul style="list-style-type: none">■ Dissemination of new messages and guidance	<ul style="list-style-type: none">■ We reach the intended audiences
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Aim 5: Supporting English Heritage

26. Support in kind, expert advice and shared services to English Heritage <ul style="list-style-type: none">■ Under the Shared Services Agreement, provide internal communications services for English Heritage	
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Aim 6: Improving financial and organisational resilience and accountability

27. Income generation, EAS and fundraising

- Establishing the Historic England Foundation
 - Developing Historic England's 'Case for Support'
 - Capital campaign for Shrewsbury Flaxmill Maltings
 - Seeking funding and sponsorship for agreed priority projects including Angel Awards, Heritage Schools, Immortalised exhibition, Heritage Destruction exhibition and HE Archive
- Allows us to raise funds in support of Historic England's mission
 - It is clear to donors why they should support us and they are moved to do so
 - Close the funding gap so we can complete the project
 - Growing revenue in support of priority work we would not otherwise be able to do. £1m to be raised from capital appeal

29. HE staff development and training

- Training programme for Local Engagement Advisors and others in regions
- Our capacity for public engagement develops at a local level and supports the HAZ programme

31. Promoting better ways of working, efficiency and effectiveness

- Staff conference at York
 - New brand linked to internal engagement
 - Staff engagement throughout the year with major campaigns, marketing and media initiatives
- Major opportunity for organisational development
 - Improved staff engagement

Engagement Group

8 teams: Archive, Development Economics, Governance and Legal, Government Advice, Publishing, Organisation Development, Internal Audit and Office Estates

Work	Outcomes
Aim 1: Championing	
<p>1. Campaigns and championing to general public and engagement with local communities (including exhibitions)</p> <ul style="list-style-type: none"> ■ Implement a volunteering programme for Historic England ■ Develop a strategy to increase the engagement of local community groups with heritage 	<ul style="list-style-type: none"> ■ Increase in the number of volunteers we fund from a baseline of 5900 ■ Close the gap for engagement with heritage between lower socio-economic groups, black or minority ethnic communities, those with a limiting disability or illness and the overall population, as measured by the Taking Part survey. In 2016, 61%, 57.3%, 68% and 73.2% respectively
<p>2. Advocacy to government and key opinion formers backed up by research</p> <ul style="list-style-type: none"> ■ Provide advice on the impact of Brexit and secure the continuation of levels of funding, including for future agri-environment schemes and availability of skills ■ Research which demonstrates the social and economic value of investing in heritage, including the long term benefits ■ Increase the impact of research by experimenting with innovative communications and proactively targeting decision-makers ■ Promote debate to influence policy ■ Highlight the benefits of and risks to Conservation Areas to mark the 50th anniversary of the relevant legislation 	<ul style="list-style-type: none"> ■ Secure funding for heritage in post-Brexit funding streams at least the same level as current support though European funding ■ Government funding for Historic England is in line with overall DCMS funding
<p>4. International engagement</p> <ul style="list-style-type: none"> ■ Promote England’s heritage sector and Historic England as a source of international expertis 	<ul style="list-style-type: none"> ■ Historic England’s role is recognised by DCMS, British Council and other cultural organisations ■ Our new international training courses attract at least 20 people in the first year
<p>5. Wider public access to the Archive and publications</p> <ul style="list-style-type: none"> ■ Improve public access to the Historic England Archive and safeguard the collections for the future ■ Publish books to help the interested public understand the history of places 	<ul style="list-style-type: none"> ■ Increase in visits to Archive content online (new target to be set following rebuild of Archive online later in the year). Catalogue at least 80k archive items ■ Increase in book sales

<p>6. Research targeted on outreach and engagement</p> <ul style="list-style-type: none"> ■ Develop a project on BAME heritage 	
<p>7. Reaching more people and more diverse audiences including Heritage Schools</p> <ul style="list-style-type: none"> ■ Expand our work with young people and secure long term funding for Heritage Schools ■ Increase Historic England’s capacity to reflect the heritage of all parts of society and work in closer partnership with BAME organisations 	<ul style="list-style-type: none"> ■ Secure funding for Heritage Schools beyond 2018 ■ Increase the number of teachers and other educators attending Heritage Schools training ■ Increase the number of children reached through Heritage Schools programme

<p>Aim 2: Protecting through the listing and planning system</p>	
<p>10. Strategic planning advice major projects and infrastructure</p> <ul style="list-style-type: none"> ■ Expert advice on viability and financial appraisals 	<ul style="list-style-type: none"> ■ Number of successful planning inquiries and judicial reviews. Legal service users’ feedback
<p>14. Expert legal opinions</p> <ul style="list-style-type: none"> ■ Legal advice on individual cases 	

Aim 4: Strengthening national capacity and sustaining heritage protection systems

19. Capacity building grants and initiatives to strengthen capability and effectiveness of heritage sector and community groups

- Identify how Historic England can best support community groups to champion their local heritage and test approaches as part of the 50th anniversary of Conservation Areas
- Increase in the number of heritage volunteers, as measured by Taking Part (615,500 in 2016)

21. Sustaining heritage protection policy and legislation and Historic Environment Records

- Provide advice to government on proposed changes and respond to relevant consultations
- Develop and promote reforms to improve the planning system while maintaining heritage protection and to encourage long term thinking and investment
- Promote existing reforms more effectively
- Research which demonstrates the impact of policy and provides evidence of where change is needed
- Protection of heritage through national law and policy is maintained. Local authority and Planning Inspectorate decisions are in line with the current balance between heritage protection and other planning concerns. Evidence of problems may manifest in increasing numbers of cases we seek call-in for and increasing number of judicial reviews considered

23. Training and guidance for local authority staff and others, apprenticeships

- Provide generic advice and guidance to owners, developers and local authorities

24. Enhancing sector knowledge e.g. through specialist audience publications and webpages

- Specialist publications

Aim 5: Supporting English Heritage

25. Financial support for English Heritage in transition

- Work with English Heritage and DCMS to prepare for the review of the English Heritage New Model
- Monitor English Heritage's performance under the Property and Operating Licence
- The National Heritage Collection is conserved and moves towards financial self-sufficiency by 2023. Key evidence of success will be: utilisation of the grant; Trust's annual operating surplus; forecast cost of urgent conservation repairs at the end of 2022/23

26. Support in kind, expert advice and shared services to English Heritage

- Legal and Governance services to EHT
- Internal Audit service to EHT

Aim 6: Improving financial and organisational resilience and accountability

27. Income generation, EAS and fundraising

- Advise DCMS in its sponsorship of Historic England
- Improve the evidence base for the next Spending Review
- Archive – increase income
- International – generate at least £20k from training and consultancy for the international market
- Publishing – close gap between cost of Publishing and income generated
- Government funding for Historic England is in line with overall DCMS funding
- Increase Archive income to £259k (target £275k)
- increase Publishing income to £328k (aspirational target £400k) and reduce the overall loss to £212k
- Increase income from international services to £20k

29. HE staff development and training

- Develop Historic England as an organisation
- Introduce a new online system for learning and development
- Increase personal, team and organisational productivity
- Improve leadership and management capability
- Ensure staff have the skills, knowledge and mindset to deliver the corporate plan and bring the HE brand to life
- 50% of staff trained in effective email use by end March 2018, resulting in 7500 days saved
- 5 LEAN projects analysed and time savings documented
- Learning Management System launched by December 2017 resulting in T&S savings of at least £18k annually going forward
- 24 middle and senior managers participate in a Leadership Development Programme
- 24 managers, mentors and supervisors trained in coaching and mentoring skills

30. Support services : Finance, HR, IMT

- Ensure Historic England's decision-making is robust and transparent
- Provide legal advice
- Support effective governance
- Be transparent by default
- Support a constructive approach to risk
- Provide an internal audit service
- Public trust and confidence in Historic England is maintained, as measured by Reprak™

32. Regional offices - accommodation costs

- Maintain a high quality and efficient working environment for our staff's varied needs
- Maximise the financial efficiency of the office estate, including improved space planning and sub-letting to generate income

Finance, HR and IMT Group

11 teams: Finance & HR Business Partnering teams, Financial Accounts and Systems, HR & Finance Shared Services, Corporate Finance and Performance, Income Generation, Reward, Training, Policy and Employee Relations, IMT operations and data security, Information and Records Management, IMT strategy and project management

Work	Outcomes
Aim 1: Championing	
<p>7. Reaching more people and more diverse audiences including Heritage Schools</p> <ul style="list-style-type: none"> ■ Improve equality and diversity at Historic England by working with Stonewall towards achieving LGBTQ equality, improving the Equal Opportunities monitoring data and continuing our work to diversify our workforce in under-represented areas 	<ul style="list-style-type: none"> ■ Better able to recruit, retain and motivate LGBTQ employees. Metric: Staff survey response ■ Better understanding of our diversity and ability to monitor fairness. Metric: Gender pay audits, annual monitoring of diversity statistics

Aim 5: Supporting English Heritage	
<p>25. Financial support for English Heritage in transition</p> <ul style="list-style-type: none"> ■ Provide subsidy to English Heritage as set out in Funding Agreement 	<ul style="list-style-type: none"> ■ Ensure New Model benefits and financial sustainability is delivered. Metric: EH financial performance trading surplus/ conservation deficit spend, revenue deficit funding to EH from HE
<p>26. Support in kind, expert advice and shared services to English Heritage</p> <ul style="list-style-type: none"> ■ In core shared services (IMT, HR, Finance) provide an efficient shared service to English Heritage ■ Provide Facilities to English Heritage making processes more efficient and cost-effective and promote the effective working of shared services overall 	<ul style="list-style-type: none"> ■ English Heritage is successful, and continues to want to use HE's services, thus protecting HE income Metrics: Shared services customer survey results KPI information: Percentage within SLA terms, open book accounting on shared service costs

Aim 6: Improving financial and organisational resilience and accountability

<p>27. Income generation, EAS and fundraising</p> <ul style="list-style-type: none"> ■ Work with the groups to develop non-government sources of income and targets ■ Identify potential future services to extend range and scope of current EAS service to diversify income sources ■ Examine the scope for applying fees and charges for aspects of HE's work ■ Identify other potential areas of income generation including shared services 	<ul style="list-style-type: none"> ■ Greater financial resilience <p>Metrics:</p> <p>commercial income versus target commercial income as % of total income</p> <p>Savings targets achieved in year</p> <p>Actual financial outturn against budgeted outturn</p>
<p>28. Shared services to DCMS</p> <ul style="list-style-type: none"> ■ Provide an efficient finance shared service to DCMS 	
<p>29. HE staff development and training</p> <ul style="list-style-type: none"> ■ Timely and relevant training providing structure and transparency for all personal and team development ■ Support departments for apprenticeships (non-heritage) 	<ul style="list-style-type: none"> ■ HE staff are properly trained for the work they do and have the information they need ■ Metric: Number of staff trained annually, number of apprentices recruited ■ Metrics: Shared services customer survey results ■ KPI information: Percentage within SLA terms
<p>30. Support services: Finance, HR, IMT</p> <p>Finance & procurement:</p> <ul style="list-style-type: none"> ■ Provide an efficient finance and procurement shared service to our clients including shared services to HE ■ Produce audited, unqualified annual accounts within a shortened deadline ■ Deliver all DCMS reporting requirements accurately and on time ■ Maintain stewardship of HE's assets 	<ul style="list-style-type: none"> ■ Confidence of HE and DCMS in accurate financial monitoring is maintained <p>Metric:</p> <p>Annual accounts production target deadline verses actual, number of versions of drafts, number of audit points.</p>

<p>HR:</p> <ul style="list-style-type: none"> ■ Review Historic England pay structures and system in light of SR15, staff survey feedback and of being a smaller, less complex organisation since de-merge ■ Simplify and better align pay systems ■ Maximise the functionality of the HR System by developing a clear set of requirements to include further use of self service and mobile applications ■ Improve equality and diversity at Historic England by working with Stonewall towards achieving LGBTQ equality, improving the Equal Opportunities monitoring data and continuing our work to diversify our workforce in under-represented areas <p>IMT:</p> <ul style="list-style-type: none"> ■ Set out the strategic direction for HE IT Facilities Management and operational roadmap for future service provision including IMT strategy ■ Contract for new ‘future sourcing’ framework so that the organisation receives the level of IT Facilities Management service required at a more competitive price and embed new ways of working ■ Review and allocate resource to support the strategy and future sourcing ■ Provide a high quality IT service to HE clients 	<ul style="list-style-type: none"> ■ Begin to address issues around pay in respect of recruitment and retention following five years of government pay restraint ■ Simplified and better aligned pay systems Metric: As above <ul style="list-style-type: none"> ■ New service is clearly matched to HE needs and provides best value for money Metrics: KPI – issue resolution/incident management within specified times, customer survey
<p>31. Promoting better ways of working, efficiency and effectiveness</p> <ul style="list-style-type: none"> ■ Promote smarter ways of working such as IT solutions to enable more mobile working 	<ul style="list-style-type: none"> ■ Greater efficiency, lean processes and better value for money
<p>32. Regional offices – accommodation costs</p> <ul style="list-style-type: none"> ■ To ensure that the Facilities service in London and Swindon is delivered effectively and with a strong focus on customer service ■ Contribute to the Accommodation Strategy Programme 	<ul style="list-style-type: none"> ■ Best use of office estate made when any lease event occurs ■ An efficient and fit for purpose office estate at the lowest cost

Listing Group

6 teams: north, south, east, west, centre and Listing Information Service

Work	Outcomes
Aim 1: Championing	
<p>1. Campaigns and championing to general public and engagement with local communities (including exhibitions)</p> <ul style="list-style-type: none"> ■ Promote our work to secure positive coverage, and enhance perception of listing from a purely regulatory duty to a celebratory one too ■ Encourage participation in the First World War Memorials Programme 	<ul style="list-style-type: none"> ■ Positive coverage of new and amended listings and associated site-management activities (e.g. protected wreck trails; improvements to data-management) ■ Greater community involvement, including listing submissions from volunteers (target: 450, 50% of total)
<p>2. Advocacy to government and key opinion formers backed up by research</p> <ul style="list-style-type: none"> ■ Demonstrate the advantages of clearly defined significance as an aspect of managing change 	<ul style="list-style-type: none"> ■ Greater clarity in decision-making, with more list entries clearly indicating what is and is not of significance in an asset
<p>3. New models of engagement through Enriching the List, and charged for services, marketing and social media</p> <ul style="list-style-type: none"> ■ Promote Enriching the List and increase contributions 	<ul style="list-style-type: none"> ■ An illustrated List which reflects new understanding. Targets: 15% of entries to be enriched by June 2018, numbers of contributors to increase from 560 to 850 (50% increase)
<p>4. International engagement</p> <ul style="list-style-type: none"> ■ Support the implementation of the Hague Convention through better definition of protected sites ■ Provide expert advice and support to the Arches HER Development Project 	<ul style="list-style-type: none"> ■ Agreed protocol including advice on Blue Shield ■ Fit for purpose tool to capture, manage and provide access to historic environment information
<p>6. Research targeted on outreach and engagement</p> <ul style="list-style-type: none"> ■ Ensure that this research is reflected in changes to the National Heritage List for England 	<ul style="list-style-type: none"> ■ A List which connects with a wide range of audiences and is up to date ■ Greater public engagement, better protection for heritage
<p>7. Reaching more people and more diverse audiences including Heritage Schools</p> <ul style="list-style-type: none"> ■ Enriching the List, First World War Memorials Programme 	<ul style="list-style-type: none"> ■ Encourage more listing submissions from schools: target – 10 more before centenary of Armistice in November 2018

Aim 2: Protecting through the listing and planning system

<p>8. Site specific planning advice</p> <ul style="list-style-type: none"> ■ Manage access to protected wreck sites through licensees 	<ul style="list-style-type: none"> ■ Better managed access to wreck sites and engagement with public and sector (e.g. through protected wreck licensees, dive trails, etc.)
<p>10. Strategic planning advice - major projects and infrastructure</p> <ul style="list-style-type: none"> ■ Offering clarity through fresh listing assessments (e.g. brownfield sites, government disposals, Network Rail, gas and power suppliers). Better correlation of national approaches to archaeological sites managed through the planning system, with protocols and criteria agreed with sector 	<ul style="list-style-type: none"> ■ Better informed decisions. Target: secure Service Level Agreement with Defence Infrastructure Organisation. Increase number of Enhanced Advisory Services cases from Network Rail (last year:13 cases)
<p>11. Thematic Listing/Scheduling</p> <ul style="list-style-type: none"> ■ Including Government disposals ■ Infrastructure ■ Post-war: education, post-Modernism ■ First World War memorials ■ Diversity ■ Roman settlements 	<ul style="list-style-type: none"> ■ Prioritised work to ensure List remains an accurate reflection of what is most valued in the 21st century. Thematic listing projects ■ Target: 900 war memorial listings ■ Thematic project on the legacy of Empire ■ Start major research-led scheduling project
<p>12. Reactive listing, scheduling and marine casework</p> <ul style="list-style-type: none"> ■ Responding to threat-driven cases, where significance is clearly present ■ Heritage Action Zones x10 ■ Heritage at Risk sites 	<ul style="list-style-type: none"> ■ Ensuring that sites are given the recognition they deserve; update NHLE for HAZ's with new and amended entries to better reflect significance of these places; undertake HAR-led threat-driven revision of NHLE, especially to scheduling entries
<p>13. Review and updating of the List</p> <ul style="list-style-type: none"> ■ Improving the quality of the List through the minor amendments programme ■ Encouraging greater uptake of Enriching the List ■ Preparing a strategy for the future of the National Heritage List for England 	<ul style="list-style-type: none"> ■ Keeping an ever older List in decent order through greater participation, and better understanding of its role in planning and the enjoyment of our places ■ Increase participation in Enriching the List: increase contributors by 50%, and ensure 15% of entries have been enriched

Aim 4: Strengthening national capacity and sustaining heritage protection systems

21. Sustaining heritage protection policy and legislation and Historic Environment Records

- With Research, work to improve access to heritage information, moving towards a single means of accessing historic environment information nationally (a Culture White Paper commitment)
- On-going support for the Historic Environment Record audit programme
- Contributing to the DCMS revision of revising the Principles of Selection for Listing and Scheduling

- Clear protocols for information sharing
- Clarity over significance and understanding
- Updated government policy

22. Research filling national gaps in understanding, working with partners and in-house

- Ensuring that new understanding is reflected in the National Heritage List for England, on the National Record of the Historic Environment, and effectively shared with Historic Environment Records
- Enhancement of National Record of the Marine Environment

- A relevant and engaging List, connected with supporting data-sets, and keeping up with 21st century values
- Better management of marine sites and engagement with sector partners on marine data-exchange

24. Enhancing sector knowledge e.g. through specialist audience publications and webpages

- Delivering a new edition of the Listing Group Selection Guides
- Improving the Listing Group web pages

- Greater understanding for owners
- More web visits and better informed customers

Aim 5: Supporting English Heritage

26. Support in kind and expert advice to English Heritage

- Deliver our support for English Heritage in specialist mapping

Aim 6: Improving financial and organisational resilience and accountability

<p>27. Income generation, EAS and fundraising</p> <ul style="list-style-type: none"> ■ Increase earnings from EAS in order to meet our income target of £260k 	<ul style="list-style-type: none"> ■ Greater financial resilience, new protocol for owners. EAS target £200k: 2016/17 total £116k
<p>29. HE staff development and training</p> <ul style="list-style-type: none"> ■ Carry out LEAN process review training and implement recommendations ■ Ensure staff have the skills, knowledge and mindset to deliver the corporate plan and to bring the HE brand to life 	<ul style="list-style-type: none"> ■ Brisker processes, greater capacity ■ Improved performance, greater engagement
<p>30. Support services: Finance, HR, IMT</p> <ul style="list-style-type: none"> ■ Ensure that IT changes are smoothly implemented and impact positively on productivity 	<ul style="list-style-type: none"> ■ Faster through-put, greater capacity
<p>31. Promoting better ways of working, efficiency and effectiveness</p> <ul style="list-style-type: none"> ■ Improve processes, and ensure advice is brisk and fit for purpose ■ Enhance the search function of the List ■ Review approaches with DCMS to ensure smooth handling of cases (including time taken on Enhanced Advisory Services cases) 	<ul style="list-style-type: none"> ■ Enhanced capacity ■ Better user experience ■ Faster turn-around, better perceptions of the system overall

Planning Group

11 teams: 9 x regional teams – London, East of England, East Midlands, Yorkshire, North East, North West, West Midlands, South West and South East; Planning Business Support Team and Conservation Teams

Work	Outcomes
Aim 1: Championing	
<p>1. Campaigns and championing to general public and engagement with local communities (including exhibitions)</p> <ul style="list-style-type: none"> ■ Maximise regional opportunities for public engagement through priority work 	
<p>2. Advocacy to government and key opinion formers backed up by research</p> <ul style="list-style-type: none"> ■ Influence local decision-makers through delivery of our services ■ Work with local partners/stakeholders to demonstrate the value of heritage ■ Contribute to advice to government on the impact of proposed changes to legislation and policy on England's national heritage 	<ul style="list-style-type: none"> ■ More decision-makers are convinced of the value of the historic environment
<p>3. New models of engagement through Enriching the List, and charged for services, marketing and social media</p> <ul style="list-style-type: none"> ■ Support the First World War centenary programme through programme management, grants and creation of online training resources 	
<p>7. Reaching more people and more diverse audiences including Heritage Schools</p> <ul style="list-style-type: none"> ■ Producing and promoting web and social media content which engages with non-traditional and wider audiences 	

Aim 2: Protecting through the listing and planning system

8. Site specific planning advice

- Provide constructive, clear and relevant advice to applicants on free pre-application consultations within 21 days (or agreed deadline)
- Provide constructive, clear and relevant advice to local authorities/Secretary of State/Dioceses on formal application consultations within 21 days (or agreed deadline)
- Support our advisory services with specialist expertise from the Conservation department
- Heritage assets are conserved or enhanced through appropriate development
- Customers receive consistent and constructive advice with excellent customer care
- Regional teams and partners are supported by consistent, high quality specialist expertise

9. Planning advice – local plans, Conservation Areas and other historic places

- Encourage and inspire Local Planning Authorities to adopt positive strategies for the historic environment in Local Plans
- Support communities in the development of effective neighbourhood plans that champion heritage
- Local plans contain positive and realistic policies for the historic environment
- Communities are helped to enhance heritage through neighbourhood plans

10. Strategic planning advice - major projects and infrastructure

- Though creative use of SLAs and EAS provide proactive and influential advice to government bodies and major project/infrastructure providers
- Heritage assets act as a catalyst for regeneration and development

Aim 3: Match funding and financial incentives to protect places

15. Heritage at Risk grants and advice – individual buildings and places

- Remove 750 (15%) entries on the 2015 Heritage at Risk Register by 2018
- Increase the involvement of local communities in addressing Heritage at Risk
- Build capacity and support grant applicants to complete successful Heritage at Risk projects
- Work with councils and local communities to address the causes of risk to Conservation Areas
- Support our advisory services with specialist expertise from the Conservation Department
- Heritage assets are removed from 'at risk' register through advice and grants
- People appreciate their local heritage and are stimulated to act to save and re-use Heritage at Risk
- Grant applicants are supported through the grants cycle
- The trend of risk to priority Conservation Areas is positive
- Regional teams and partners are supported by consistent high quality specialist expertise

<p>16. Emergency recording of threatened sites of nationally important potential</p> <ul style="list-style-type: none"> Facilitate emergency recording in liaison with Research Group 	
<p>17. Heritage Action Zones, concentrating resources with local authorities and others</p> <ul style="list-style-type: none"> Lead, facilitate cross-group involvement, and deliver 10 Heritage Action Zones with partners 	<ul style="list-style-type: none"> Heritage Action Zones show the part Historic England can play in growth
<p>18. Last resort acquisition of exceptional places with no alternative solution</p> <ul style="list-style-type: none"> Identify and facilitate ‘last resort’ acquisition and passing on to a new owner (e.g. Thornborough Henges) Successfully implement the Shrewsbury Flaxmill Maltings project 	<ul style="list-style-type: none"> Heritage of the utmost importance is safeguarded by acquisition and repair

Aim 4: Strengthening national capacity and sustaining heritage protection systems

<p>19. Capacity building grants and initiatives to strengthen capability and effectiveness of heritage sector and community groups</p> <ul style="list-style-type: none"> Strengthen national capacity through National Capacity Building grants and monitor impact/ effectiveness Develop and support capacity locally to champion and save heritage through regional capacity building, training and working with local groups 	<ul style="list-style-type: none"> National capability in the third sector to champion the historic environment is enlarged Capacity within the sector to deliver solutions for Heritage at Risk is increased Local partners have more capacity to manage the historic environment
<p>20. Understanding threats to the historic environment and developing strategies to combat them, from climate change to conservation deficits</p> <ul style="list-style-type: none"> Through our funded research and in-house expertise enhance understanding of risk to heritage 	<ul style="list-style-type: none"> The nature and extent of risk to heritage assets and conservation challenges are better understood leading to more effective responses
<p>22. Research filling national gaps in understanding, working with partners and in-house</p> <ul style="list-style-type: none"> Through labour market intelligence identify key skill shortages in the sector with Research Group 	

<p>23. Training and guidance for local authority staff and others, apprenticeships</p> <ul style="list-style-type: none"> ■ Support the delivery of Historic England’s external training strategy 	<ul style="list-style-type: none"> ■ The heritage sector has the appropriate level of knowledge and skills
<p>24. Enhancing sector knowledge e.g. through specialist audience publications and webpages</p> <ul style="list-style-type: none"> ■ Improve on-line accessibility of our specialist knowledge by updating and adding to technical advice notes 	<ul style="list-style-type: none"> ■ Specialist knowledge is available to decision makers

Aim 5: Supporting English Heritage

<p>26. Support in kind and expert advice to English Heritage</p> <ul style="list-style-type: none"> ■ Provide a high quality and efficient Conservation Shared Service and other shared services to English Heritage ■ Provide efficient and effective administrative and facilities management support in regional offices to English Heritage 	<ul style="list-style-type: none"> ■ English Heritage receives a consistent and constructive service with excellent customer care ■ A safe and efficient working environment is provided in the operational estate ■ Emergency and business continuity plans remain fit for purpose
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Aim 6: Improving financial and organisational resilience and accountability

<p>27. Income generation, EAS and fundraising</p> <ul style="list-style-type: none"> ■ Develop and grow our pre-application Enhanced Advisory Services ■ Identify other potential areas of income generation 	<ul style="list-style-type: none"> ■ Heritage assets act as a catalyst for regeneration and development ■ Customers receive consistent and constructive advice with excellent customer care
<p>29. HE staff development and training</p> <ul style="list-style-type: none"> ■ Support priority development/training through Delivery Fora 	<ul style="list-style-type: none"> ■ Performance is continuously improved
<p>31. Promoting better ways of working, efficiency and effectiveness</p> <ul style="list-style-type: none"> ■ Continually seek improvements to the way we work and the impact we have 	<ul style="list-style-type: none"> ■ Performance is continuously improved
<p>32. Regional offices – accommodation costs</p> <ul style="list-style-type: none"> ■ Seek to make optimum use of our regional office estate, including sub-letting space to other organisations 	<ul style="list-style-type: none"> ■ A safe and efficient working environment is provided in the operational estate

Research Group

7 teams: Historic Places Investigation South and West, Historic Places Investigation North and East, Excavation and Analysis, Imaging, Capacity Building, Commissions and Programmes, Strategic Research and Partnerships

Work	Outcomes
Aim 1: Championing	
<p>1. Campaigns and championing to general public and engagement with local communities (including exhibitions)</p> <ul style="list-style-type: none"> ■ Deliver high quality imagery for the web, publications, guidance and exhibitions ■ Commissioned support for engagement and outreach work 	<ul style="list-style-type: none"> ■ Our imagery continues to set the standard for our sector and helps drive public engagement
<p>2. Advocacy to government and key opinion formers backed up by research</p> <ul style="list-style-type: none"> ■ Ensure our advocacy is rooted in recent and reliable evidence ■ Deliver research to assess the value of heritage to UK PLC 	<ul style="list-style-type: none"> ■ Greater credibility and purchase for our advocacy Our metrics are accepted by government
<p>6. Research targeted on outreach and engagement</p> <ul style="list-style-type: none"> ■ Deliver strategic research that builds on and complements past work on engaging with minority groups ■ Engage with new audiences through our research in Heritage Action Zones 	<ul style="list-style-type: none"> ■ A broader and more diverse base of public support and engagement for heritage
<p>7. Reaching more people and more diverse audiences including Heritage Schools</p> <ul style="list-style-type: none"> ■ Continue to create a larger and more diverse audience for our research, including through <i>Historic England Research</i> and social media 	<ul style="list-style-type: none"> ■ More and different people engaging with our research, earlier and through more channels

Aim 2: Protecting through the listing and planning system

<p>8. Site specific planning advice</p> <ul style="list-style-type: none"> ■ Provide scientific advice and research in support of Planning Group casework 	<ul style="list-style-type: none"> ■ Our casework is informed and our decisions are respected
<p>10. Strategic planning advice - major projects and infrastructure</p> <ul style="list-style-type: none"> ■ Deliver science and strategic advice on infrastructure 	<ul style="list-style-type: none"> ■ We are seen as facilitating sustainable infrastructure and mitigation is cost effective
<p>11. Thematic Listing/Scheduling</p> <ul style="list-style-type: none"> ■ Deliver threat and opportunity-led research to keep the list responsive and enriched 	<ul style="list-style-type: none"> ■ New listings address the topics and areas of greatest need, including for archaeology
<p>13. Review and updating of the List</p> <ul style="list-style-type: none"> ■ Deliver updated list entries through Enhanced Advisory Services and Service Level Agreements focused on Government disposals and infrastructure 	<ul style="list-style-type: none"> ■ Progressive improvement to the list is targeted on need and is cost-neutral

Aim 3: Match funding and financial incentives to protect places

<p>15. HAR grants and advice – individual buildings and places</p> <ul style="list-style-type: none"> ■ Provide underwater and aerial monitoring of HAR cases 	<ul style="list-style-type: none"> ■ All heritage benefits from our HAR programme despite inaccessibility
<p>16. Emergency recording of threatened sites of nationally important potential</p> <ul style="list-style-type: none"> ■ Selectively grant-aid sites unavoidably threatened by natural processes and failures of the planning system 	<ul style="list-style-type: none"> ■ The public benefit of nationally important sites is realised notwithstanding their loss
<p>17. Heritage Action Zones, concentrating resources with local authorities and others</p> <ul style="list-style-type: none"> ■ Deliver a better understanding of the character and significance of 10 Heritage Action Zones and other priority places to support their conservation, regeneration and public enjoyment 	<ul style="list-style-type: none"> ■ Local communities are energised by new narratives about their places. Heritage drives growth or is fully acknowledged within developments

Aim 4: Strengthening national capacity and sustaining heritage protection systems

<p>19. Capacity building grants and initiatives to strengthen capability and effectiveness of heritage sector and community groups</p> <ul style="list-style-type: none"> ■ Through our research grants and in-house expertise, support the effective functioning of the heritage aspects of the planning system 	<ul style="list-style-type: none"> ■ Heritage sector responses to threat and opportunity are smarter and more effective
<ul style="list-style-type: none"> ■ Contribute to the National Heritage Science Strategy to deliver better applied heritage science ■ Support the effective functioning of the commercial heritage sector for the public benefit 	<ul style="list-style-type: none"> ■ Commercial heritage practice is cost effective for the tax payer and developer ■ Our response to threat is more upstream and cost effective, with others taking responsibility for deflecting risks
<p>20. Understanding the threats to historic environment and developing strategies to combat them, from climate change to conservation deficits</p> <ul style="list-style-type: none"> ■ Undertake and encourage strategic research on key threats and opportunities and devise responses ■ Deliver strategic HAR projects for classes of assets and broad threats such as flooding or neglect 	<ul style="list-style-type: none"> ■ Information is easier to access for developers, communities and academics; more cost effective to manage. Risks are reduced
<p>21. Sustaining heritage protection policy and legislation and Historic Environment Records</p> <ul style="list-style-type: none"> ■ With Listing, improve access to heritage information, moving towards a single means of accessing historic environment information nationally (a culture White Paper commitment) 	<ul style="list-style-type: none"> ■ Public understanding and enjoyment of heritage is enhanced: engagement increased
<p>22. Research filling national gaps in understanding, working with partners and in-house</p> <ul style="list-style-type: none"> ■ Through our research grants and in-house expertise, enhance knowledge and public enjoyment of heritage that needs to be better understood, better represented or is at greatest risk ■ Through our own science strategy and research, contribute to the government-endorsed National Heritage Science Strategy 	
<p>23. Training and guidance for local authority staff and others, apprenticeships</p>	

<ul style="list-style-type: none"> Coordinate and deliver an enhanced and more focussed corporate guidance programme. Deliver a programme of training opportunities to address key skills gaps, including an extended e-learning offer Identify key skills gaps and address them through heritage apprenticeships (a Culture White Paper commitment) and studentships 	<ul style="list-style-type: none"> The right people with the right skills and knowledge are available to meet the needs of owners, developers and others
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Aim 5: Supporting English Heritage

<p>26. Support in kind and expert advice to English Heritage</p> <ul style="list-style-type: none"> Provide high quality research and imaging services to English Heritage to facilitate its capital investment programme 	<ul style="list-style-type: none"> English Heritage’s projects act as exemplars of informed conservation to other owners of historic sites
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Aim 6: Improving financial and organisational resilience and accountability

<p>27. Income generation, EAS and fundraising</p> <ul style="list-style-type: none"> Influence and attract Higher Education sector research resources to address key research priorities Working with Planning and Listing, generate income through Enhanced Advisory Services and Service Level Agreements 	<ul style="list-style-type: none"> HE becomes more resilient and significant new resources will be directed at the research questions we and the sector consider most pressing
<p>29. HE staff development and training</p> <ul style="list-style-type: none"> Coordinate and contribute to sustaining and developing HE’s staff’s heritage expertise 	<ul style="list-style-type: none"> HE’s expertise continues to be comprehensive, respected and effectual
<p>31. Promoting better ways of working, efficiency and effectiveness</p> <ul style="list-style-type: none"> Implement an exemplary integrated approach to managing our work programme and grants 	<ul style="list-style-type: none"> The Group’s resources are used to best effect in order to deliver all the objectives above



Historic England

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