



Historic England

LOGIC MODEL

2021–22

CONTEXT

- High level of popular support for heritage
- Climate Change requiring mitigation and adaptation through sustainable practices
- The opportunity to connect people with the heritage that surrounds them, especially through digital
- Housing, retail and infrastructure pressures on historic places
- Economic and societal impact of the Covid-19 pandemic
- Restricted capacity for the management and maintenance of heritage
- Economic uncertainties arising from Brexit

REAL-WORLD IMPACTS

- 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

OUTPUTS AND OUTCOMES

- Full details on page 3

RATIONALE

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

STRATEGIC OBJECTIVES

- Engage with diverse audiences and achieve an inclusive workforce, ensuring that the historic environment is for everyone
- Improve our digital capability to open our collections, assets, knowledge and expertise to everyone
- 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

INPUTS

- Grant in aid of £120.3m, including £39.5m for High Street Heritage Action Zones
- Expertise of about 850 staff working from 9 offices or home
- Enabling programmes to maintain and develop internal capacity
- External advisers (Commissioners and Committee members)

STRATEGIC ACTIVITIES

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

OUTPUTS

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

INTERIM OUTCOMES

- Increased awareness of Historic England's work with increasingly diverse audiences, leading to more interest in working in the heritage sector
- More, and more diverse, people are motivated to participate in and benefit from heritage conservation
- Improved social and economic productivity in and around heritage assets that have had public investment
- The heritage sector is a connected community of knowledge and practice, creating public value through heritage
- Decision-makers better appreciate the potential for the historic environment to be part of the solution and deliver policy objectives
- Plans and policies are changed so that the potential for heritage to contribute to places is realised
- More people, especially new audiences, discover, share and take action for the historic environment
- Greater take-up of the techniques and tools of heritage protection and adaptation

OUTCOMES

- Whatever their background, people have a sense of connection with the historic environment and with Historic England
- Places are made more resilient, prosperous, vibrant and valued by people
- Good decisions result from a full appreciation of the value of heritage
- More people enjoy, participate in and celebrate heritage as part of their cultural life alongside museums and galleries
- People are more motivated and better equipped to fight for, look after and make the most of their historic environment
- People care more about what happens to the historic environment, both locally and nationally

OUR NEXT STEPS

WORKING TOGETHER

Work with us to champion heritage and improve lives.

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

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

Get involved at historicengland.org.uk



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