



THE INSTITUTE OF CONSERVATION

Tailored Review of Historic England

Icon response

1 May 2019

Do you agree that the following functions are required (as set out in the National Heritage Act of 1983 and amended in 2002)?

(a) to secure the preservation of ancient monuments and historic buildings.

Yes

Partially (explain)

No (explain)

Don't know

(b) to promote the preservation and enhancement of the character and appearance of Conservation Areas.

Yes

Partially (explain)

No (explain)

Don't know

(c) to promote the public's enjoyment and advance their knowledge of ancient monuments and historic buildings.

Yes

Partially (explain)

No (explain)

Don't know

In your view, what type of organisation is best placed to deliver the above functions?

A Non-Departmental Public Body

Central government

Local government

HE merged with a similar Non-Departmental Public Body

Charitable organisation

Private sector

Other (explain)

Don't know

Historic England has guardianship responsibility for the National Heritage Collection (NHC). This is a collection that comprises more than 400 historic sites and monuments that are under the nation's

ownership or protection. Historic England is also the sole member of the charity - The English Heritage Trust (trading as 'English Heritage'). English Heritage manage and protect the NHC monitored by Historic England.

Should Historic England continue to be the sole member of the English Heritage Trust?

Yes

Partially (explain)

No (explain)

Don't know The key aim should be for the NHC to be cared for and managed appropriately and sustainably on behalf of the nation. Its care and guardianship should be carried out to the highest standards and provide an example of best practice to the sector. There may be multiple routes to achieving this aim, which may require a broader review or assessment of options, which may be out of the scope of this Review but would be a worthwhile exercise.

Are the Historic England governance arrangements in relation to English Heritage effective (fit for purpose and compliant with principles of good governance)?

Yes

Partially (explain)

No (explain)

Don't know There is insufficient information available to make an informed assessment on this. In common with other charitable bodies we assume that governance is reviewed on an ongoing basis by the trustees and conforms with the guidance produced by the Charity Commission. However, we would suggest that the outcomes of the governance review process could be made more accessible and widely known as this could improve transparency and accountability.

English Heritage manage the NHC. In your view, how effective is Historic England in ensuring that this is done effectively?

Extremely well

Moderately well

Not well at all (please explain)

Don't know Historic England could benefit from increased capacity through additional expert staff. Furthermore, it is unclear what is intended by "effectively" and how Historic England measures its success, e.g. through KPIs or some other measure.

Should Historic England continue to monitor the management of the NHC undertaken by English Heritage?

Yes

Partially (explain)

No (explain)

Don't know The key aim should be for the NHC to be cared for and managed appropriately and sustainably on behalf of the nation. Its care and guardianship should be carried out to the highest standards and provide an example of best practice to the sector. There may be multiple routes to achieving this aim, which may require a broader review or assessment of options, which may be out of the scope of this Review but would be a worthwhile exercise.

Do Historic England provide appropriate assurance of the management of the NHC undertaken by English Heritage?

- Yes
- Partially (explain)
- No (explain)

Don't know There is insufficient information available to make an informed assessment on this. Making information more accessible and widely known could improve transparency.

The duties, powers and functions of Historic England are defined by the National Heritage Act 1983 (as amended by the National Heritage Act 2002). In summary, the overarching statutory purpose is to:

- (a) secure the preservation of ancient monuments and historic buildings in England (including UK territorial waters adjacent to England);
- (b) promote the preservation and enhancement of the character and appearance of conservation areas situated in England; and
- (c) promote the public's enjoyment, and advance their knowledge, of ancient monuments and historic buildings in England (including UK territorial waters adjacent to England).

Historic England undertake specific activities to support the statutory duties, powers and functions. The section below seeks views on each of these specific activities.

(I) Advise DCMS on the National Heritage List (Listing of Historic Buildings).

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	x			
Is this activity still required by government and the public?	x			
Could it be delivered by an alternate organisation?		x		
Is it effectively and efficiently delivered by HE?			X	

Additional expert staff and resources would improve efficiency by building capacity. Regular and ongoing monitoring and evaluation would also be worthwhile.

(II) Advise DCMS on the scheduling of monuments, the designation of Historic Wrecks, the designation of Historic Battlefields, the designation of Historic Parks.

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	x			
Is this activity still required by government and the public?	x			
Could it be delivered by an alternate organisation?		x		
Is it effectively and efficiently delivered by HE?			X	

Additional expert staff and resources would improve efficiency by building capacity. Regular and ongoing monitoring and evaluation would also be worthwhile.

(III) Management of the National Heritage List.

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	x			

Is this activity still required by government and the public?	x			
Could it be delivered by an alternate organisation?		x		
Is it effectively and efficiently delivered by HE?			X	

Additional expert staff and resources would improve efficiency by building capacity. Regular and ongoing monitoring and evaluation would also be worthwhile.

(IV) Public Engagement (campaigns, exhibitions, events) to promote the historic environment.

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	x			
Is this activity still required by government and the public?	x			
Could it be delivered by an alternate organisation?			x	
Is it effectively and efficiently delivered by HE?			x	

Historic England could increase its public engagement activities, for example through more partnership working. Regular and ongoing monitoring and evaluation would also be worthwhile.

(V) Promoting diverse and inclusive heritage.

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	x			
Is this activity still required by government and the public?	x			
Could it be delivered by an alternate organisation?			x	
Is it effectively and efficiently delivered by HE?			x	

The lack of diversity (audiences and workforce) remains a significant challenge for the heritage sector that requires increased action from all bodies, including Historic England. As a sector leader, Historic England should be setting an example and working in collaboration to drive progress.

(VI) Provision of planning advice to Local Authorities and Developers.

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	x			
Is this activity still required by government and the public?	x			
Could it be delivered by an alternate organisation?		x		
Is it effectively and efficiently delivered by HE?			X	

Additional expert staff and resources would improve efficiency by building capacity. Regular and ongoing monitoring and evaluation would also be worthwhile.

(VII) Provision of advice on Placemaking.

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	x			

Is this activity still required by government and the public?	x			
Could it be delivered by an alternate organisation?			X	
Is it effectively and efficiently delivered by HE?			X	

Additional expert staff and resources would improve efficiency by building capacity. Regular and ongoing monitoring and evaluation would also be worthwhile.

Greater clarity on the scope and definition of 'Placemaking' is needed to make an informed assessment. Placemaking can be interpreted differently within the context of built heritage, the broader heritage sector or the more strategic local authority context which encompasses other activities such as enterprise, health and wellbeing.

(VIII) Management of a Repair Grants Scheme for heritage at risk.

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	x			
Is this activity still required by government and the public?	x			
Could it be delivered by an alternate organisation?			x	
Is it effectively and efficiently delivered by HE?			X	

Greater impact could be achieved through additional funding for the grants budget.

(IX) Management of Placemaking Grants Scheme for conservation areas.

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	x			
Is this activity still required by government and the public?	x			
Could it be delivered by an alternate organisation?			x	
Is it effectively and efficiently delivered by HE?			X	

Additional expert staff and resources would improve efficiency by building capacity.

Greater clarity on the scope and definition of 'Placemaking' is needed to make an informed assessment. Placemaking can be interpreted differently within the context of built heritage, broader heritage sector or the more strategic local authority context which encompasses other activities such as enterprise, health and wellbeing.

(X) Management of a Capacity Building Grants Scheme.

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	x			
Is this activity still required by government and the public?	x			
Could it be delivered by an alternate organisation?			x	
Is it effectively and efficiently delivered by HE?			X	

Capacity building grants are delivered by other funders too. More consideration should be given to how the scheme compliments other funding streams and whether collaborations could maximise impact and create greater efficiency.

Additional expert staff and resources would improve efficiency by building capacity.

(XI) Management of a Research Grants Scheme.

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	x			
Is this activity still required by government and the public?	x			
Could it be delivered by an alternate organisation?		x		
Is it effectively and efficiently delivered by HE?			x	

Research grants are delivered by other funders too. Greater consideration should be given to how the scheme compliments other funding streams and whether collaborations could maximise impact and deliver shared objectives. Historic England should aim to align its support for research with other frameworks, including, for example, infrastructures arising from UKRI's National Research Infrastructure Roadmap.

(XII) Historic England research functions.

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	x			
Is this activity still required by government and the public?	x			
Could it be delivered by an alternate organisation?		x		
Is it effectively and efficiently delivered by HE?			x	

It may prove beneficial to consider whether research functions could be carried out in collaboration to maximise impact. Historic England should aim to align its support for research with other frameworks, including, for example, infrastructures arising from UKRI's National Research Infrastructure Roadmap.

Additional expert staff and resources would improve efficiency by building capacity.

(XIII) Management of (including maintaining public access to) an archive of photographs and documents relating to historic buildings and sites

	Yes	No	Partially	Don't know
Does this activity link to the overall statutory purpose?	X			
Is this activity still required by government and the public?	X			
Could it be delivered by an alternate organisation?			X	
Is it effectively and efficiently delivered by HE?			x	

The resource is possibly not as well-known or accessible as other archives, such as the National Archives. Its management would benefit from increased publicity and promotion.

Please use this space to provide comments if you consider any of the activities to be:

no longer required.
out of the scope of the overall statutory purpose?
deliverable by an alternative organisation?

Please refer to activities by number as outlined above.

Historic England's activities are of vital importance to the conservation of England's cultural heritage. An organisation that champions cultural heritage, advises government and supports heritage organisations is fundamental to the protection of heritage assets and the sustainability of the wider sector looking after them. The expertise and knowledge of Historic England staff are valuable sources of support and demonstrate the true value of the organisation.

Are there further functions or powers that Historic England should be given?

Yes
No
Don't know

Historic England play a key role in the preservation of the wider Historic Environment. How effective is the preservation of the wider Historic Environment by Historic England?

Extremely effective
Moderately effective
Not effective at all
Don't know

Are you aware that Historic England use a Heritage at Risk Register to monitor the state of the Historic Environment?

Yes
No

Historic England acts as 'Last Resort' owner for historic buildings of profound national importance which are at serious risk (with no suitable alternative owner). Historic England has, in specific circumstances, assumed ownership of such sites, secured funding for restoration and added to the National Heritage Collection or sourced suitable alternative owners.

Is this Last Resort role appropriate for Historic England?

Yes
Partially
No
Don't know

The Historic England Strategy (2018-21) can be found at historicengland.org.uk The aims are listed below:

Aim 1. Championing.

- Aim 2. Protecting through the listing and planning system.
- Aim 3. Match funding and financial incentives to protect places.
- Aim 4. Strengthening national capacity and resilience of heritage sector.
- Aim 5. Oversight of the National Heritage Collection cared for by English Heritage.
- Aim 6. Improving financial and organisational resilience and accountability.

Is the Historic England strategy appropriate for its functions?

Yes

Partially (explain)

No (explain)

Don't know

Does the Historic England strategy align with the statutory purpose?

Yes

Partially (explain)

No (explain)

Don't know

Is Historic England led effectively?

Yes

No

Don't know

The Historic England Key Performance Indicators are:

- KPI 01 Number of visits to the HE website.
- KPI 02 Advice and guidance downloads from the website.
- KPI 03 Research publications downloads from the website.
- KPI 04 Number of page views of the digital Archive.
- KPI 05 Number of page views of the National Heritage List for England.
- KPI 06 Media coverage (national and local print and broadcast items).
- KPI 07 Number of followers on social media channels.
- KPI 08 Number of subscribers to the Historic England online newsletter.
- KPI 09 Number of Heritage Schools training participants (teachers and other educators).
- KPI 10 RepTrak™ survey score.
- KPI 11 Changes to the National Heritage List for England (additions, amendments and deletions).
- KPI 12 Historic sites newly identified and added to Historic Environment Records.
- KPI 13 Total cost of grants distributed.
- KPI 14 Number of planning pre-application proposals (for which advice given).
- KPI 15 Number of planning cases (for which advice given).
- KPI 16 Sector training opportunities delivered.
- KPI 17 Number of volunteers engaged.
- KPI 18 Adult visits to heritage sites: percentage of Black, Asian and minority ethnic visitors, percentage of lower socio-economic visitors, percentage of visits by people with disabilities or long-term illness.

**Are these indicators:
reflective of your priorities or those of your organisation?**

Yes

Partially (explain) The purpose and meaning of the question is unclear. We would not expect Historic England's KPIs to have a strong correlation with our objectives. However, some of the KPIs are related to Icon's work, such as the delivery of training and skills to the sector.

No (explain)

Don't know

comprehensive?

Yes

Partially (explain)

No (explain)

Don't know

measurable?

Yes

Partially (explain)

No (explain)

Don't know

How well does Historic England measure the impact of their work in the following areas?

Championing the historic environment

Extremely well

Moderately well Historic England measures its (short-term) outcomes well but could improve its work on demonstrating the impact it has in the longer term.

Not well at all

Don't know

Protecting the historic environment

Extremely well

Moderately well Historic England measures its (short-term) outcomes well but could improve its work on demonstrating the impact it has in the longer term.

Not well at all

Don't know

How effective is Historic England in achieving their functions set out in (a), (b), and (c)?

Secure the preservation of ancient monuments and historic buildings.

Extremely effective

Very effective

Moderately effective Historic England could improve its support for the application and enforcement of planning legislation and policy guidance relating to planning regulations

Slightly effective (explain)

Not effective at all (explain)

Don't know

Promote the preservation and enhancement of the character and appearance of Conservation Areas.

Extremely effective

Very effective

Moderately effective
Slightly effective (explain)
Not effective at all (explain)
Don't know

Promote the public's enjoyment of, and advance their knowledge of, ancient monuments and historic buildings.

Extremely effective
Very effective
Moderately effective – It is difficult to distinguish between HE and EH initiatives. Historic England could collaborate more widely with the sector to increase its public-facing activities.
Slightly effective (explain)
Not effective at all (explain)
Don't know

Historic England offer a suite of chargeable services (Enhanced Advisory Services). These Services are promoted to support developers in mitigating risks during the planning process.; and are offered in addition to HE's non-chargeable planning and listing services.

**Are the Historic England Enhanced Advisory Services:
Effective for their customers?**

Yes
No
Don't know

Value for money?

Yes
No
Don't know

Appropriately priced?

Yes
No
Don't know

Beneficial to achieving the aims of Historic England?

Yes
No
Don't know

Have you procured Historic England Enhanced Advisory Services in the last three years?

Yes
No

Are there additional services Historic England could undertake to generate income?

Yes

No If Historic England is able to convincingly demonstrate its value in terms of protecting the nation's cultural heritage, we would hope that central government would be motivated to provide sufficient funding to fully support Historic England in delivering its activities and services.

Don't know

Historic England works with a number of partners to deliver its aims as listed in its 2017/18 Annual Report and Accounts. For example, Historic England work with organisations from across the heritage sector, local authorities, UK Government Departments, Devolved Government Administrations, Higher Education Institutes, developers, owners of historic sites, community groups and wider cultural organisations.

How well does Historic England work with partners across the heritage and cultural sectors?

Extremely well

Moderately well

Not well at all

Don't know

Do Historic England demonstrate the following attributes?

	Yes	Partially	No	Don't know
Skill	x			
Experience	x			
Knowledge	x			

Are Historic England:

Open

Transparent

Accountable

Responsible

None of the above (please explain)

Don't know

Do Historic England promote diversity in their programmes (outreach, funding, engagement)?

Yes

No (please explain)

Don't know

Have you as an individual or organisation applied for funding from Historic England in the last three years?

Yes

No