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HERITAGE RECOVERY PLAN

PREPARED BY HISTORIC ENGLAND WITH AND ON BEHALF OF THE HISTORIC ENVIRONMENT FORUM

HERITAGE RECOVERY PLAN

Heritage is one of England's most precious assets. The public identify heritage as one of the top three things that makes them proud of Britain, the other two being the British countryside and our health system. The pandemic has brought this to the fore, with heritage playing a vital role in providing safe places for people to engage with each other and connect with their local environment, helping to reduce the negative impact on their wellbeing caused by the pandemic.

Heritage and the systems in place to sustain it have suffered hugely as a direct result of the pandemic. Income streams have dried up threatening the very existence of many heritage organisations and businesses, workforces (both paid and voluntary) have been depleted, research programmes have been cancelled, and essential cyclical repair and maintenance work has been disrupted.

The Culture Recovery Fund and other Government support measures have staved off a collapse of the heritage ecosystem, but further action is needed to protect and build on this investment and help the sector return to sustainable operation and contribute to the country's recovery.

PLAN OVERVIEW

The structure of this plan is based on the Tourism Recovery Plan, adapted only as necessary to reflect the varied nature of heritage activity. It covers four themes, two of which (Re-opening and Resilience) are divided into two overlapping phases of urgency:

- Immediate and short term - Now until March 2022
- Medium and long term - September 2021 until November 2024

It also distinguishes between what the sector can do for itself and where Government intervention is required.

Theme:	Description:
Re-opening	Urgent action required to enable heritage attractions, businesses and activity to re-open/re-start safely and sustainably.
Resilience	Support needed to ensure the sector returns to a sustainable state of operation.
Skills	Necessary interventions to safeguard existing and replace lost sector skills.
Return to Growth	Additional measures designed to ensure heritage can play its part in the country's recovery from the pandemic.

OBJECTIVE

The Plan sets out how the heritage sector with support from Government can get back on its feet and play a full part in helping the country recover from the social and economic damage caused by C-19.

TARGET AUDIENCE

The Plan is written for three audiences:

- Government** To clearly illustrate the action required from Government to support the sector.
- Sector** To establish a blueprint framework of how the sector can work together on recovery.
- Other Stakeholders** To alert other organisations with an interest in heritage to the role they can provide to aid recovery with appropriate support.

SCOPE OF PLAN

This plan for the recovery of the Heritage Sector in England covers both “Heritage People” and “Heritage Assets”.

IN SCOPE	Description:
Heritage People	Those that: <ul style="list-style-type: none">• Operate heritage sites open to the public or host events at heritage sites (e.g. castle, historic house, historic park, garden or landscape, industrial heritage monument or open-air site/museum including mobile heritage)• Work or volunteer in sites or places open to the public that occupy an historic structure, site or landscape (including places of worship)• Undertake heritage specialist activity (digital engagement, professional advice, planning advice, inspections, surveys, excavations, fieldwork, repair, conservation, construction in/on historic buildings or on sites with heritage significance)• Own or occupy a heritage asset• Operate businesses (profit and not-for-profit) in historic premises, for example an events business in a listed building• Participate in community engagement activities including research, stewardship and public education.
Heritage Assets	Designated and other heritage assets that include: <ul style="list-style-type: none">• Nationally listed buildings, scheduled monuments, registered parks and gardens and registered battlefields• Cultural world heritage sites• Conservation areas• Other non-designated sites such as archaeological sites, locally listed buildings, historic landscapes, marine environments, other historic areas, collections of historic buildings etc.• Historic buildings that contain museum and/or archive collections• Mobile heritage

OUT OF SCOPE

For the purposes of this Plan, those parts of the heritage sector that operate and work in museums, education and learning are out of scope as they are likely to be covered more comprehensively elsewhere. Intangible heritage is also out of scope.

REVIEW

This Plan will be reviewed by the Historic Environment Forum in six months (July 2021).

The medium to long term impacts of the pandemic on the heritage sector, and the measures taken to address these impacts, can only be estimated given the unpredictable path of the virus and the continued uncertainty around the full detail of the Government's response.

However, if the immediate/short term actions set out in this document are implemented, the prospects of a strong heritage sector recovery are good, and the need for additional medium to long term interventions beyond those outlined below will diminish.

RECOVERY PLAN

RE-OPENING – THEME ONE

THE CHALLENGE

Most heritage attractions are closed in part or full and heritage business activity is heavily disrupted. Workforces are depleted and income streams are substantially reduced. Government support packages are helping to bridge the gap, but human and capital deficits are building that will overwhelm many heritage organisations and businesses unless immediate action is taken. Most heritage attractions secure 70% of their income in the main visitor season April to September and need this to support themselves in 2021.

Key Problem	Description:
Uncertainty	Many heritage organisations run complex businesses and they need to know when they can re-open and how to re-open as soon as possible. Some aspects can be reopened immediately, but others (such as events) may require a minimum lead-in time of 6-8 weeks to prepare for re-opening.
Public confidence	Even though heritage attractions were able to fully comply with safety guidelines when they opened in summer 2020, some visitors may not feel safe enough to visit some heritage attractions because of concerns about access via public transport and safety, even where social distancing can be maintained.
Sector confidence	Some owners and operators of heritage attractions and businesses may not feel able to reopen in a safe and legally compliant way.

RE-OPENING - IMMEDIATE AND SHORT-TERM ACTIONS

FOR GOVERNMENT

Problem	Solution (Action)	Description
Uncertainty	Review and amend Tier restrictions , allowing certain classes of indoor heritage attractions to be open as soon as possible, in a phased and safe way.	Under current guidance all indoor heritage attractions in Tier 3 are required to close, even those which can implement strict social distancing, whilst other parts of the economy (e.g. retail, leisure, personal care, places of worship) that appear to present similar (or arguably greater) levels of risk to public health can remain open. The Easter, Spring and Summer periods are critical for the income of many heritage organisations. Holiday lets to individual households and wedding show-rounds, for example, should be allowed to re-open at the earliest possible opportunity.

Uncertainty	Confirm dates and issue detailed guidance for reopening as early as possible.	Heritage organisations and businesses require certainty of when to re-open and how to re-open so that they can plan accordingly (e.g. install covid-secure measures, buy-in stock, recruit seasonal staff etc.). Heritage organisations need to know by 22 February if they can re-open for Easter weekend.
Public confidence	Run a heritage public awareness campaign to generate positive messages, reassure and manage the return of domestic tourism.	There is growing evidence of a strong demand for domestic tourism that could be of significant benefit to heritage organisations if they are marketed correctly for their value, safety and accessibility. Redirecting the GREAT campaign for the domestic market, engaging with national and local media, and extending the “We’re Good to Go” scheme throughout 2021 will help build public confidence. Such campaigns should seek to address distribution of visits and encourage the use of public transport for leisure visits as a safe option.
Sector Confidence	Ensure all heritage workers (paid and voluntary) are eligible for and have easy access to rapid COVID-19 tests at the same time this is rolled out to non-essential retail workers.	The availability of rapid testing will help reassure those that work in heritage that it is safe to return to work. This measure, alongside clear and detailed guidance (as mentioned above) will help enable heritage organisations to re-open and business activity to re-start as soon as they are allowed to do so.

FOR THE SECTOR

Problem	Solution (Action)	Description
Uncertainty	Produce sector-specific guidance for the phased re-opening of heritage visitor attractions in consultation with Government and operators.	Several iterations of sector-specific guidance may be required over the year as lockdown progressively eases to help operators understand what can be done in each Tier (covering the differences between outdoor and indoor attractions; when catering will be allowed; when weddings and other events will be allowed; how many people are allowed inside; specific covid measures required etc.). The Heritage Alliance COVID-19 Guidance Hub, for example, provides an up-to-date resource of guidance.
Public confidence	Collaborate on and coordinate local public awareness campaigns .	National heritage agencies can join up their communication resources and local networks to both help each other and to support locally based heritage organisations reach out to the public and encourage them to view heritage sites as good value and safe places to visit.

Sector Confidence	Share lessons learnt and good practice on practical steps for successful re-opening.	Heritage organisations can help each other by generously sharing what has worked and what hasn't as sites re-open and businesses re-start. Sector-specific knowledge (e.g. Icon's guide and checklist on 'waking up' collections post-lockdown, L-P: Archaeology's Social Distancing for Archaeology toolkit; etc.) is designed to support organisations undertaking similar work.
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RECOVERY PLAN

RESILIENCE – THEME TWO

THE CHALLENGE

The heritage sector is a complex ecosystem with thousands of organisations of varying scales from large national bodies to SMEs, micro-businesses and freelance contractors. Some parts of the sector (e.g. places of worship) are run entirely by volunteers. The pandemic has caused major issues for all businesses operating in the sector, mostly due to interruptions to business operations, cashflow, staffing capacity, and availability of volunteers. The reduced financial and human capacity of heritage organisations is placing greater numbers of heritage assets at risk.

Key Problem	Description:
Loss of income	Organisations have struggled to survive and need financial support to sustain cashflow as they rebuild their businesses. Those that rely on income from visitors and/or events are projected to lose around one third of their annual income if all indoor heritage sites are unable to open until July 2021. This figure is on top of the already substantial 2020 losses.
Failed business plans	The business plans for many heritage organisations have been rendered invalid by the impact of the pandemic. Reliable income streams have disappeared and will not return in the short term (e.g. foreign tourism, a proportion of annual membership renewals etc.). Markets and consumer behaviour have changed with more demand for online content, engagement and transactions.
Loss of volunteers	The disproportionate impact of the virus on those that are most vulnerable will be a significant problem for heritage sites that rely heavily on volunteers (especially historic places of worship and industrial and mobile heritage sites and attractions).
Heritage increasingly at risk	Heritage assets are decaying at a faster rate than normal because cyclical repairs and maintenance have stopped or been reduced due to loss of income and increased costs. Heritage assets and heritage places (e.g. places of worship) risk becoming orphaned as resident (caretaker) organisations or community enterprises fail.

RESILIENCE - IMMEDIATE AND SHORT-TERM ACTIONS

FOR GOVERNMENT

Problem	Solution (Action)	Description
Loss of income	Extend the current business support	Specific measures designed to support businesses affected by Covid restrictions will need to be

	arrangements as appropriate until Covid restrictions are removed in full.	extended/re-introduced as required until sites are fully re-open and businesses are re-started (e.g. the Job Retention and Self-Employed Income Support Schemes, temporary Business Rates and VAT Relief, Direct Business Grants, Government-backed loans, etc.).
	Introduce a third round of the Culture Recovery Fund for Heritage (CRFfH) if covid-capacity restrictions extend beyond end of June 2021.	CRFfH is designed to provide direct grant support for heritage organisations on the basis that capacity constraints are gradually relaxed from April 2021. Further support will be required to keep organisations afloat if restrictions persist throughout Q1 of 2021/22 into Q2 and beyond.
Failed business plans	Review and implement temporary permitted development relaxations for heritage attractions.	Further pragmatic extensions of permitted development rights could be considered for advertising, parking, certain events, camping, alternative entrance/exits, marquees and other structures. These measures, which could be brought in quickly, would facilitate a resumption in business operations for heritage attractions and allow businesses to increase income and repair failed business plans.
	Extend non-compliance with conditional exemption undertakings by IHT exempted properties to 31 March 2022.	As a direct result of the pandemic many owners of IHT exempted properties have been unable to deliver their public access undertakings because of sensitivities about resident owners and their families who may be in vulnerable categories. Being clear on expectations relating to public access would help these places to plan for the period ahead. Extending the non-compliance period will help return their business to profitability.
	Fast-tracking the Law Commission's proposals to enable weddings and other licensed events to take place in a greater variety of outdoor spaces.	If delivered quickly, the measures proposed by the Law Commission could enable couples to plan outdoor weddings for the 2021 wedding season, thereby helping heritage organisations recover lost income and/or diversify their business.
Heritage increasingly at risk	Invest additional funds into the National Heritage Memorial Fund (NHMF) .	The NHMF is the Government's fund of last resort for saving heritage assets at risk of loss for the nation. It provides funds to acquire, refurbish and transfer nationally significant heritage assets to new ownership.
	Introduce a targeted support programme for historic places of worship .	Historic places of worship are particularly affected by the pandemic, more so than any other category of heritage asset. The complex repair needs of the buildings, lost income and the shielding of vulnerable volunteers means many will remain close and risk becoming dilapidated. A targeted programme of investment for infrastructure, repairs, support officers, equipment and community engagement will help reduce this risk.

FOR THE SECTOR

Problem	Solution (Action)	Description
Loss of income	Signpost to other available financial support .	Heritage support bodies can continue to provide up-to-date inventories of other available financial support packages (e.g. Government's Bounce Back Loan Scheme, SIB's Resilience and Recovery Loan Fund, NLHF's programmes of Grants for Heritage and Heritage Recovery and Resilience Loans, AHF's Heritage Impact Fund, etc.). A support service to help with grant applications might also be warranted.
Failed Business Plans	Re-introduce sector-specific grants to review and update business plans.	Financial support (e.g. AHF's Business Grants) could be reintroduced to help struggling organisations review their business model, diversify their income streams, and develop new plans to create sustainable business plans.
	Evaluate the impact of past and current resilience programmes .	Rapidly review the different approaches to build resilience in the heritage sector to see what worked well and less well to aid the design of new interventions designed to build the medium to long term strength of heritage business models.
	Continue with current capacity building measures to support organisations in the short term.	Existing capacity building programmes (e.g. THA's Rebuilding Heritage and Heritage Digital) are helping heritage organisations adapt their business models and increase their digital capability to attract new consumers. Further support will help broaden the reach of these programmes and expand their offer throughout the sector.
Loss of volunteers	Signpost organisations to the Heritage Volunteering Group (HVG).	HVG is a peer-to-peer networking group with the aim of connecting practitioners, promoting heritage volunteering and championing best practice. It helps volunteer leaders and practitioners connect and share best practice.
Heritage increasingly at risk	Consider drawing up technical advice for the merging of heritage SMEs .	Resilience in some parts of the heritage sector might only be feasible if heritage SMEs and smaller charities with strong potential but unviable business models merge to achieve sustainable operation. Technical advice on the process of successful mergers might encourage this process where appropriate.
	Continue to offer funding for feasibility studies and project development work.	Small grants to consider viable options for re-using adapting heritage assets at risk, followed by funding to develop specifications will ensure projects are ready to go when capital investment returns.

RESILIENCE – MEDIUM TO LONG-TERM ACTIONS

FOR GOVERNMENT

Problem	Solution (Action)	Description
Loss of income	Consider other fiscal measures to compensate for loss of income and encourage business to re-open/re-start.	In order to repair broken balance sheets, new fiscal measures could be introduced to raise income and reduce costs (e.g. lifting the cap on Sideways Loss Relief, reducing the income tax levied on Heritage Maintenance Funds, extending the repayment schedule on Government Covid19 loans, part-time furlough measures, reducing VAT from 20% to 5% on admissions to heritage, exempting heritage from Insurance Premium Tax etc.).
	Establish a Freelance Commissioner and Future Workforce Commission .	There are a significant number of freelance workers in the heritage sector, many of whom have lost their livelihoods. The sector could join calls on the Chancellor to establish a Freelance Commissioner and Future Workforce Commission to rethink how government supports freelance workers and to build a system that ensures parity between the self-employed and those on payroll.
Failed Business Plans	Identifying where and how DCMS-sponsored museums could help smaller heritage attractions.	DCMS-sponsored museums could share their expertise and resources to help struggling local heritage attractions redesign their business plans. As well as assisting with marketing and engagement activities, they might also consider initiatives (e.g. funding travelling outdoor exhibition of artwork/artefact copies from DCMS sponsored museums) to help increase visitors at 'cold spots' sites.
Loss of volunteers	Ensure heritage is integrated into any government volunteering initiatives .	In his report, Levelling up our communities: proposals for a new social covenant, Danny Kruger MP recommends the introduction of Volunteer Passport and National Volunteer Reserve schemes. Volunteering in heritage provides significant benefits for the individual, community and for heritage.
Heritage increasingly at risk	Act to maintain uninterrupted import supply of conservation materials and equipment .	Some essential conservation and construction materials and equipment (e.g. timber, roof tiles) have run short as a result of delayed imports. Even short delays can significantly escalate costs and impede heritage construction activity. Regular monitoring and swift action where necessary will be required to ensure heritage assets are not increasingly at risk.

	Consider increased funding for national and local capacity building programmes .	Key sector support organisations (e.g. the Architectural Heritage Fund, The Heritage Alliance, the Council for British Archaeology, Historic Houses etc.) deliver important support functions for the sector. These organisations have also been directly adversely affected by the pandemic and may need additional support to continue to their work when it is most needed.
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FOR THE SECTOR

Problem	Solution (Action)	Description
Failed Business Plans	Introduce an integrated package of digital commercial support .	A package of digital commercial support, including fundraising, online commerce, digital service design and delivery, can help heritage organisations diversify their business and access new markets and consumers. Further grant support for the purchase of digital equipment, infrastructure and training can help organisations grow their capability and business.
Loss of volunteers	Develop a coordinated approach towards community development initiatives.	Local communities increasingly want to take a more proactive approach to managing their local heritage. Heritage organisations could work together more effectively to provide integrated support packages for community leaders and volunteers to help them look after their heritage.
	Consider a sector-wide volunteering recruitment drive .	Heritage bodies might develop a campaign to encourage more people to step forward and volunteer to look after heritage assets and engage more people with the history of their place. This could include a national drive for e-volunteers who can stay at home but work on digital records etc.
	Intensify efforts to diversify the sector and its audiences.	Without broadening its audiences and become more relevant to all of society, heritage organisations will be recruiting from an ever-decreasing supply of potential volunteers.
Heritage increasingly at risk	Develop a more comprehensive understanding of the threats to the heritage resource .	Looking ahead and increasing the understanding of the principal threats to heritage assets (and the human and financial resources required to sustain them) will enable the sector to develop better mitigation strategies and target resources where they will make the most difference.

RECOVERY PLAN

SKILLS – THEME THREE

THE CHALLENGE

The heritage workforce has been depleted by a combination of redundancies, ongoing shielding of vulnerable staff and volunteers, and migration of heritage workers to other industries. The resulting loss of available skills to the sector is likely to be particularly acute in areas such as specialist craft industries. It is likely that some areas of England will have been worse hit than others. Such skills may take years to learn, and highly experienced people may have lost employment. The historic environment needs all these skilled people to ensure it survives in good order for our own and for future generations. In addition, the pandemic has had a profound effect on markets, working practices and consumer behavior. The importance of digital technology, connectivity, content and engagement has increased significantly.

Key Problem	Description:
Lack of demand	The heritage sector faces a cliff-edge of substantially reduced heritage construction activity due to the combination of capital schemes coming to an end, the deferral of cyclical repair work and the temporary closure of Lottery grant programmes. The resulting lack of work will lead to a loss of specialist historic environment skills and put heritage assets increasingly at risk.
Depleted workforce	Heritage organisations scaling back have significantly reduced the number of opportunities for emerging and early career professionals, making the existing skills gap ever more acute and leading to increased concerns about the future capacity of the workforce. A third of conservation and archaeology specialists in local planning authorities have been lost over the last ten years.
Lack of diverse skills	The heritage sector lacks enough skills to keep up with the shift in markets and consumer behavior, specifically in the key areas of digital, enterprise and engagement.

SKILLS - IMMEDIATE AND SHORT-TERM ACTIONS

FOR GOVERNMENT

Problem	Solution (Action)	Description
Lack of demand	Extend the Heritage Stimulus Fund for a further 18 months.	Extending capital grant programmes (e.g. Heritage Stimulus Fund) will maintain a vital pipeline of heritage construction activity to keep specialist professionals and craftspeople in business until the economy recovers.

	Reduce VAT to zero rate on repairs and maintenance to designated heritage assets.	Such a policy change would likely result in a surge of demand for home improvements and boost economic activity, whilst increasing the need for skilled practitioners by reducing the competitive advantage of the informal 'cash in hand' economy. It would also help reduce carbon emissions (see below).
Depleted workforce	Extend the use of the Kickstart scheme to sole traders.	The Kickstart scheme could help provide a rich supply of new recruits to the heritage construction industry, yet currently sole traders are not able to participate in the scheme. Given that 60 per cent of businesses in the UK are sole traders, including many heritage businesses, this should be amended immediately.

FOR THE SECTOR

Problem	Solution (Action)	Description
Lack of demand	Advocate for the competitive advantage that specialist heritage construction skills can bring.	An advocacy campaign targeted at large to medium-sized construction firms of the importance of investing in conservation skills as a business growth strategy will help sustain and improve skill gaps. Incentives to make provision for heritage skills in mainstream construction activity will further boost supply.
Depleted workforce	Utilise the Kickstart programme to create placements for young people in heritage.	The Kickstart scheme provides funding to enable 6-month work placements for 16-24-year-olds claiming universal credit and at risk of becoming long term unemployed. Heritage organisations have come together to offer a significant number of placements in the heritage sector should their applications be successful.
	Withdraw proposals for the reduction in teaching funding for higher education archaeology courses	These are a key route into the sector workforce. Without such graduates, there will be a skills shortage for specialist jobs in the construction industry, the planning system and so on.
Lack of diverse skills	Provide support and training for organisations in digital skills .	Public expectations of heritage organisations have changed with more requirement for digital engagement, that currently large parts of the heritage sector cannot provide. Targeted programmes (e.g. Digital Skills for Heritage) can upskill organisations and help them make best use of digital marketing, social media and understand accessibility online etc.

SKILLS – MEDIUM TO LONG-TERM ACTIONS

FOR GOVERNMENT

Problem	Solution (Action)	Description
Lack of demand	Utilise the Levelling-Up Fund and other investment schemes to increase demand for heritage skills.	Encourage greater uptake of apprenticeships, placements and training in practical conservation and heritage skills in levelling-up areas in England that have been identified as having skill gaps which result in poor quality work to historic buildings.
Depleted workforce	Broaden the range of opportunities for people to develop career pathways in specialist skills and communicate effectively.	Development of further apprenticeships and upskilling programmes to encourage low-skill unemployed sector workers to train and improve their qualification/experience base. The heritage sector will use these programmes to increase specialist skills, e.g. stonemasons' skills; delivering heritage-specific Green Homes Grant improvements.
	Invest in cultural institutions with ring-fenced funds for collections care and conservation work .	The funding is needed to support the core duties of cultural institutions - looking after the heritage entrusted in their care. There is a responsibility to the future to retain an appropriate number of skilled conservators within these institutions. These specialists are needed to train the next generation of conservators and for retaining specialist knowledge and expertise. A dedicated grant scheme for the care of collections will protect our world-leading collections and support jobs, skills and businesses.

FOR THE SECTOR

Problem	Solution (Action)	Description
Lack of demand	Recommend that skills provision might be a requirement for all publicly funded heritage capital projects over £200k.	Public and Lottery funders of heritage construction projects and programmes could increase the numbers of people with craft skills by recommending that training provision should be included in all capital projects that receive a grant of over £200k.
Depleted workforce	Keep track of new government skills and employment initiatives.	The heritage sector will encourage and support employers to take up apprenticeships in heritage skills and to make use of other Govt skills and employment initiatives.

	Develop new strategies, guidance and programmes for routes into heritage and archaeology.	<p>Support for community groups to develop skills and create more opportunities for young people aged 16-25 to explore heritage and archaeology.</p> <p>Support for developing career pathways and routes to higher education and employment in heritage and archaeology.</p> <p>Support on demonstrating the wider life skill and benefits (socio-economic, health and wellbeing and place shaping) of engaging in heritage and archaeology from a young age.</p>
Lack of diverse skills	Develop longer term strategies to address shortages in digital skills .	Longer term digital upskilling, including leadership and board support; the creation of new digital staff development routes and opportunities, including more senior digital roles.
	Increase skills in diversity and heritage participation and other forms of engagement.	<p>Better co-ordination, training and resourcing is needed to support a range of local groups across England who actively care for their local heritage via monument management or adopt-a-monument schemes.</p> <p>Supporting local heritage and archaeology groups/societies to grow, develop more diverse audiences and reach new communities (e.g. co-ordination and promotion of events and festivals such as Heritage Open Days and CBA Festival of Archaeology).</p>

RECOVERY PLAN

RETURN TO GROWTH – THEME FOUR

Unlike the previous three themes, this section of the Recovery Plan presents the *opportunity* rather than the challenge that heritage can provide to help the country recover from the pandemic if appropriate actions are taken over the medium to long term.

THE OPPORTUNITY

The historic environment collectively comprises what generations of people have made of the places where they live. It is a precious inheritance which, when well-managed, can be a valuable source of prosperity, wellbeing and community cohesion. During the pandemic, people have re-connected with the places where they live and taken a renewed interest in their history. With the right support heritage can help communities reconnect and heal after a year of isolation, address endemic issues of loneliness and exclusion and help local economies to return to growth by attracting businesses, stimulating tourism and building civic pride and community confidence. Heritage can also play a key part in building a greener society, especially if our historic building stock is adapted and re-used where possible, reducing carbon emissions and construction waste.

Key Opportunity	Description:
Thriving Places	Every settlement across England, whether a medieval market town or a postwar city centre, has a distinctive history that can be harnessed to help achieve a prosperous future. Those with the power to shape the places where we live, work and visit are increasingly recognising that with the right support heritage can be the key for achieving thriving places.
Building Social Capital	Heritage provides opportunities for the development of stronger social capital: the more actively people are involved in heritage activities the greater the social capital developed. It enables interactions which might produce social capital in three main ways: 1) via the opportunity for sharing knowledge about the past; 2) via active participation in heritage-type activities; 3) as a site or landmark where people might meet and exercise.
A Sustainable Future	The historic environment and the natural environment have considerable synergies and their integrated management is essential if the Sustainable Development Goals (SDGs) are to be delivered, particularly in relation to achieving more sustainable consumption (SDG 12), protecting and restoring ecosystems (SDG 15) and combating climate change (SDG 13). Together with the construction sector, the built environment is the third biggest carbon emitting sector in the UK, making up 40% of the country's total carbon footprint. The historic environment is part of the solution to reducing these carbon emissions by reusing historic buildings (and responsibly refurbishing them), rather than demolishing and building new.

RETURN TO GROWTH – MEDIUM TO LONG-TERM ACTIONS

FOR GOVERNMENT

Opportunity	Action	Description
Thriving Places	Maintain and improve heritage protection in a reformed planning system to help deliver good growth.	The Planning White Paper recognises the importance of the historic environment in continuing to shape the future of development in England. It commits to keep and strengthen current heritage protections in order to help create distinctive, attractive and prosperous places, while also reviewing aspects (such as the listed building consent process).
	Ensure heritage outcomes are integrated into regeneration strategies and place-based investment programmes (e.g. UKSPF).	Heritage shapes people’s perceptions of place; is an important ‘pull’ factor in business location decisions; and provides an attractive backdrop for residents, businesses and visitors. Investing in historic areas and buildings can address spatial inequalities by regenerating and revitalising both communities and local economies.
	Consider new models of raising capital to repair and bring back into use derelict heritage assets.	Ensure heritage is considered in any Government-backed initiative to create a British Development Bank or Regional Bonds issue to attract private investment for regional economic development. Explore opportunities for replicating the EU Cultural and Creative Sectors Guarantee Facility (CCS GF) – guarantee scheme for lending to cultural and creative SMEs.
Building Social Capital	Realise the ambition to develop a formal approach to the value the benefits of culture and heritage assets to society.	DCMS launched its Culture and Heritage Capital programme early in 2021 with an aim to create publicly available statistics and guidance that will allow for more accurate articulation of the value of services provided by culture and heritage and hence encourage better investment decisions.
A sustainable future	Put heritage at the heart of the Green Industrial Revolution by investing in heritage refurbishment skills, research and technologies.	England has the oldest building stock in Europe, with 20% of existing buildings constructed before 1919. Adapting and re-using these buildings by making them greener, warmer and more energy efficient will make a substantial contribution towards reducing carbon emissions. Yet, this requires a substantial investment in knowledge and skills to properly understand building performance and retrofit responsibly.
	Equalise or lower VAT on the repairs, maintenance and improvement of dwellings below that for newbuild.	At present, 20 per cent VAT is charged on most repair and maintenance work, while much demolition and newbuild, including housing, attracts a zero rate. The net effect is very significant economic leverage that encourages the replacement, rather than repair, of our

		existing building stock, substantially increasing carbon emissions.
	Join up with Green Environment initiatives and integrate the delivery of natural and historic environment goals.	Ensure heritage is at the heart of Defra’s new Environmental Land Management agri-environment scheme, and that links are fully made between natural and cultural capital goals throughout Government.

FOR THE SECTOR

Opportunity	Action	Description
Thriving Places	Accelerate the development and implementation historic environment protection reforms where appropriate.	The Historic Environment Protection Reform Group has and continues to develop proposals for improving the planning and listed building consent system. Its work should be accelerated both to inform the wider planning reform agenda but also to bring forward solutions for simplifying and speeding up the current system of protection where the benefits are universal.
	Raise awareness of the value of heritage-led regeneration by sharing case studies of good practice and inspiring leadership.	The power of local heritage assets (whether designated or not) and how they play a pivotal place in regeneration is not universally understood, particularly in disadvantaged areas. Knowledge about successful projects and wider regeneration models needs to be disseminated very rapidly, and mentors found to help those communities struggling the most.
Building Social Capital	Research, develop and implement strategies for greater levels of participation and integration of wellbeing objectives through heritage projects and programmes.	A better understanding of the wider benefits of participating and volunteering in heritage is required to develop models and programmes of support for local groups and volunteers to care for their local heritage, increase community participation and deliver structured wellbeing outcomes through formal and informal programmes.
	Heritage projects and programmes need to be locally driven rather than nationally imposed.	The heritage sector needs to push more strongly on the ‘bottom-up’ rather than ‘top down’ model of delivering transformed places and communities to maximise social capital. The Local Heritage List campaign is a model which might be broadly replicated for other purposes.
A sustainable future	Work together to understand the effects of climate change , how to respond responsibly and to advocate for heritage being part of the solution.	Only by close collaboration and finding shared values and interests will it be possible for the heritage sector to overcome the challenges posed by climate change to heritage assets and to make the case for the contribution it can make to reducing the impacts of climate change. This includes cooperating on research, sharing results and lessons learned.

LIST OF CONTRIBUTORS

1. Architectural Heritage Fund
2. Chartered Institute for Archaeologists
3. Church of England
4. Churches Conservation Trust
5. Council for British Archaeology
6. English Heritage
7. Historic Houses
8. Historic Royal Palaces
9. Institute of Conservation
10. Institute of Historic Building Conservation
11. National Lottery Heritage Fund
12. National Trust
13. Royal Town Planning Institute
14. The Heritage Alliance

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