

Commissioned by English Heritage on
behalf of the National Heritage Protection
Plan Advisory Board

National Heritage
Protection Plan
Review of Progress
and Impact 2011-2015

Final Report



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1.0 EXECUTIVE SUMMARY

1.1 Introduction

This report sets out the findings of a programme of consultation to inform the on-going review of the National Heritage Protection Plan (NHPP). The research was commissioned by English Heritage on behalf of the NHPP Advisory Board. Jura Consultants worked collaboratively with English Heritage on the design and implementation of the consultation programme which included the following activities:

- Online survey which secured 364 valid and complete returns. In total 915 started the survey and then selected which of the questions they felt able to answer. This reflects considerable willingness within the sector to contribute to the review of the current NHPP and its future.
- 13 workshops delivered in all regions of England and attended by 317 people
- 36 in-depth telephone interviews

This consultation programme has elicited a significant response from a diverse variety of organisations and individuals involved in the heritage sector. Previous annual consultations undertaken between 2010 – 13 on the scope and relevance of the Plan by English Heritage attracted on average 70 responses. Therefore the response to this consultation reflects a significant uplift in interest when compared against previous consultation exercises.

It is clear from the analysis of respondents that the consultation attracted engagement from people with a detailed knowledge of the NHPP and from those with little or no historic engagement. This range of understanding and use of the NHPP within participants has been helpful in delivering a detailed critique of the current plan whilst also enabling an exploration of barriers to engagement and further use of the NHPP.

1.2 Headline Findings

The following provides a summary of the key messages from the research:

- There is broad support for a mechanism which brings the sector together to work towards addressing agreed and shared priorities. However, the NHPP as currently presented needs to be revised considerably to achieve this aim.
- The NHPP continues to be perceived as an English Heritage plan for English Heritage. Roles and responsibilities across the sector in regard to NHPP need to be clarified.
- Clarity is required on: What the NHPP is? Who it is for? What it is working to achieve? How people / organisations can get involved?
- The presentation, language and tone of the NHPP needs to change to be more accessible and appealing to a wider range of audiences – community engagement and empowerment should be a key driver within the next Plan.

- The NHPP should be flexible to enable engagement in the widest sense
- The consultation programme has identified general agreement about the opportunities, threats and priorities for heritage across the sector
- Greater emphasis on Supporting Actions in future revisions to the NHPP are required
- Although a national plan, the NHPP needs to reflect or allow space for local priorities and issues
- There is no real consensus on how the scope or extent of the NHPP should change, however whatever is decided in terms of scope it is important for the NHPP to show connections to other strategies, plans etc

1.3 Barriers to Engagement with the NHPP

Barriers reported by individuals in the online survey

- It is not clear how to become involved in the plan (n=81 responses, 43.5% of all responses)
- The plan is for English Heritage only (n=31 responses, 16.7% of all responses)
- The outcomes of the plan are not clear (n=22, 11.8% of all responses)

Barriers reported by Organisations/ Groups in the online survey

- It is not clear how to become involved in the Plan (n=21, 11.3%).
- The plan seems to be an English Heritage Plan (n=11, 6%)

Feedback recorded during the workshops and interviews confirms that the barriers listed above are the most commonly experienced and that the scale of the barriers is more significant than the response rate would suggest.

1.4 Findings

The following sections set out the findings from the consultation programme.

1.4.1 Aims and Objectives

Within the survey:

- 58% of respondents reported that they agreed that the NHPP provides a clear strategy to address heritage protection needs (26% disagreed and 16% didn't know)
- 56% of respondents reported that they agreed that "It is clear what the plan aims to achieve" (25% disagreed with the statement and 17% didn't know/had no opinion)

Taking into account the findings from the interview and workshop research, there appears to be a lack of clarity on the expected outputs and outcomes from the plan. It was suggested that the plan would benefit from having a clear vision and mission statement which could be clearly linked to aims and objectives. Any objectives included in the plan should be measurable which would provide the scope to assess the success of the plan.

1.4.2 Scope

Within the survey:

- 47% of all respondents reported that they thought that the plan did not sufficiently respond to emerging Government agendas. 19% disagreed with the statement.
- 49% of respondents thought the scope of the plan is too focused on the tangible protection of heritage assets. 28% disagreed with the statement.
- 37% agreed and a further 37% disagreed with the statement 'community or public engagement feature strongly in the plan'. Organisations and groups tended to disagree with the statement more robustly than individuals. This lack of clarity is unsurprising given the diverse nature of the respondent group. However, it should be noted that throughout the workshops and interviews, further engaging and empowering a wider community was an important issue for a variety of reasons including changing perceptions, developing interest in the historic environment, education and learning, recruiting potential volunteers amongst others. Community involvement was seen as a key asset, especially during periods of constrained resources
- 45% of all respondents believed that the heritage categories covered within the Plan are not broad enough (48% if we only include organisation or group responses). Approximately 29% of respondents believed the heritage categories are broad enough. This issue was explored as part of the interview and workshop process and again, the view expressed by the respondent tended to reflect their personal / professional interest. Questions were raised as to the potential inclusion of collections and intangible heritage amongst others. Some believed that a narrow focus on heritage within the NHPP meant that the full value of the heritage would not be appreciated or capitalised upon. There was some concern that trying to be everything to everyone would dilute the priorities within, and the concept of, the overall plan. A further concern was expressed over the choice of heritage to include and the perception that if a particular asset type was not included then it wasn't important.
- The framework should place greater emphasis on supporting actions. Approximately two thirds of respondents from organisations held this view and almost 45% of individuals.
- Community engagement and outreach to a wider range of audiences was a central theme of the interviews and in particular the workshops. The community was seen by many as a key part of the future NHPP in a variety of areas, from engaging directly in the delivery of projects and management of heritage to being supporters of initiatives.
- Analysis of support for specific Activities and Supporting Actions included in the NHPP suggests that there is greatest interest in / need for capacity building, training, resources and support

1.4.3 Priorities

Interviews and workshop sessions highlighted some concerns over the identification and presentation of priorities. Many struggled to identify what the priorities were in the current plan with some indicating that due to the number of perceived priorities it was not clear which were of greatest importance. Within the survey:

- 46% agreed that the “strategic priorities identified in the NHPP are the most relevant for the sector”. 25% disagreed.
- Almost 50% of respondents agreed that the “plan identifies the most pressing needs for heritage”. 23% disagreed.
- Almost 50% of respondents agreed “that the plan focuses too much on large and outstanding sites”. 23% disagreed.
- 53% of respondents agreed that the “opportunities and threats for the historic environment identified by the NHPP are generally the right ones”. 23% disagreed.

1.4.4 Language and Presentation

The following summarises feedback on language and presentation:

The Plan is ...	The Plan could / should be ...
Seen as a Plan for English Heritage	Developed in collaboration
Not user friendly	Truly adopted by the sector
Too long	Accessible with a clear vision
Too detailed	Suite of documents?
Too technical	Flexible to link to local agenda
Not measurable	Measurable

Specifically:

- 40% of respondents disagreed with the statement ‘the plan is too detailed’. 33% agreed.
- Almost 50% of respondents agreed with the statement “the language of the plan is hard to understand”. 33% disagreed.
- Two thirds of all respondents agreed with the statement “The plan is primarily a plan for English Heritage”. 15% disagreed.
- Just over half of all respondents disagreed with the statement “The NHPP is clear and easy to use”. 24% agreed.

1.4.5 Getting Involved

Within the survey:

- 55% of respondents noted that it was not easy to get involved in the NHPP (25% disagreed).
- 46% of respondents disagreed with the statement, 'It was easy to input into developing the priorities of the plan'. 18% agreed.
- 30% of respondents agreed that they 'would be comfortable recommending that my organisation developed an action plan against the priorities in the NHPP'. The relative majority had no opinion.

The research suggests that people within the sector find it difficult to get involved with the NHPP and / or to influence its contents.

1.4.6 Impact

Within the survey:

- 33% of respondents agreed with the statement 'Compared with the situation before 2011, the NHPP has not made a positive difference to the state of the historic environment'. 30% of respondents disagreed.
- 40% of respondents agreed with the statement 'The NHPP has been a positive mechanism for bringing the sector together.' 30% disagreed.
- 40% of respondents disagreed with the statement 'I have used the NHPP framework to help set my own or my organisation's priorities and projects.' 24% agreed.

1.4.7 Improvements

Within the survey:

Organisations identified the following improvements as being most important

- make sure the role of expert advice is clearly in scope of the plan
- make it easier for grassroots groups to engage with the plan
- address training/capacity building /learning in the scope of plan

Individuals identified the following improvements as being most important

- make it easier for grassroots groups to engage with the plan
- improve the public interface
- make sure the role of expert advice is clearly in scope of the plan

1.4.8 Opportunities for the historic environment

A recurring and consistent theme across the consultation process was the importance of engaging and empowering geographic communities and communities of interest in heritage protection. This relates back to the importance of the NHPP being bottom-up as well as top-down, and also connecting the NHPP to the localism agenda, linking to Neighbourhood Plans etc. If the community is to be engaged in the NHPP, the language and presentation of the NHPP will need to change significantly and consideration of the scope of plan will also be required. Drawing together several strands, it will be important for the NHPP to clearly show how and why communities should get involved.

Education is a key opportunity linking to the idea of community engagement above. In this context, education would serve to engage people in the issues associated with heritage protection with the aim of raising the profile and encouraging a different appreciation of heritage, thereby facilitating its protection.

Better connections between local and national policy, relations and activity is required to ensure that priorities in different geographic areas are considered within the national plan. It has been suggested by some that local heritage protection plans would be of benefit, bringing together local action groups to identify priorities to address pressing concerns.

1.4.9 Threats to the historic environment

The most pressing threats to heritage as identified throughout this consultation process are:

- Diminishing resources both financial and personnel as a result of budget cuts
- Skills shortages and loss of expertise within the sector
- Changes to the planning framework which are perceived to disadvantage the protection of heritage
- Perceived conflict between the growth agenda and heritage protection
- Climate change

1.4.10 Priorities for the historic environment

The following summarises the key priorities of the sector as reported through this consultation programme:

- Protection, conservation and preservation of heritage.
- Increase resources, both financial and personnel, to address the needs of the sector
- Extend the reach of the NHPP / beyond the heritage sector and specifically to engage the community
- Focus on heritage at risk
- Address the skills needs of the sector at all levels from the community to professionals
- Influence the planning regime
- Influence the tax regime

- Work collaboratively
- Present and argue the importance of heritage to social and economic development

1.4.11 Making a New Plan Work

The following identifies issues for consideration to ensure the new plan works:

- Provide a vision and framework with clear aims and objectives that all can connect to
- Set out the importance of heritage at the outset
- A mix of top-down and bottom-up approaches is required, with each being adopted as appropriate
- The new plan should provide a clearer framework and process to connect the national to the local
- There should be a stronger emphasis on community, education and outreach
- Engage the sector in the development of the plan

2.0 INTRODUCTION

This report presents the findings from a programme of consultation designed to explore any issues associated with the existing National Heritage Protection Plan (NHPP) and its future scope. The research was commissioned by English Heritage on behalf of the NHPP Advisory Board and delivered by Jura Consultants. The consultation took place between March and early May 2014.

The overall aims of the review of the NHPP were to:

- Provide a benchmark of progress and impact of the first NHPP period for English Heritage, the NHPP Advisory Board and Government (through normal corporate reporting),
- Record how the Plan has delivered the Protection Results, and as a consequence has provided improved protection for England's heritage,
- Celebrate success in objectives achieved (with particular reference to input by English Heritage staff and sector engagement),
- Identify areas for improvement, to be fed into development of the new Plan 2015-2020,
- Evaluate the value, benefits and potential pitfalls of partnership working within the NHPP framework as a means of providing increased protection for the historic environment, and
- Provide a basis for consultation on the next Plan.

The aims for the consultation discussed in this report were to gather views on:

- The process of deciding on the content of the NHPP
- The management and implementation of the NHPP
- The use of stakeholder feedback by English Heritage in the design and implementation of the NHPP
- The impact of the NHPP on heritage protection, with an assessment of its strengths / weaknesses over the status quo.

2.1 Background to the NHPP

The National Heritage Protection Plan was originally devised by English Heritage as a framework for co-ordinating the work of the heritage sector to protect England's tangible historic environment. It was launched in 2011 after public consultation. Annual consultations have taken place since then to amend the plan where necessary. The current plan is now in its final year and will finish in March 2015.

The plan is aimed at all heritage organisations working in the sector. It identifies sector-wide priorities for heritage protection with the hope that organisations will devise their own action plans to address some of these priorities.

The plan is structured into:

- 8 Measures
- 23 Activity Topics
- 63 Activities
- 5 Supporting Areas
- 18 Supporting Activities

The following diagram summarises the structure of the NHPP:

		Measure	Activity Topics	
Building the evidence base	Foresight	1.Foresight	1A Impacts of wider long-term changes (economic, social, environmental); identifying threats to, and opportunities for the historic environment and assets; gathering, collating, and interpreting sector intelligence and agreeing priorities	Essential Supporting Actions Socio-economic research; Capacity-Building; Information management; Community Engagement; Philanthropy
			1B Mechanisms to identify flexible/timely responses to changing circumstances and to review effectiveness of outcomes	
	Threat	2. Strategic threat assessment and response	2A Development-based threats	
			2B Social threats to significance 2C Natural and environmental threats 2D Resource exploitation threats 2E Professional infrastructure threats	
Understanding	3. Recognition and Identification of the potential resource	3A Identification of heritage assets and their significance		
		4. Assessment of character and significance	4A Urban and public realm	
			4B Transport, infrastructure and industry	
			4C Sport, leisure and entertainment	
4D Worship and commemoration				
Responses	5. Protection of significance	4E Conflict and defence		
		4F Rural settlement and land-use		
		4G Alluvial and wetland archaeology		
	6. Management of planned change in the historic environment	4H Marine assets and landscapes		
		5A Designation and registration tools		
	7. Managing major holdings of historic assets	5B Management Frameworks		
		5C Historic Environment Records		
	8. Help and advice for owners	6A Managing change in the historic environment		
6B Strategic Condition Monitoring				
		7A Protection and management of major holdings of historic assets		
		8A Advice and grant-aid to reduce risk or replace unavoidable loss with knowledge gain		

2.2 NHPP Advisory Board

The independent NHPP Advisory Board represents a wide range of organisations with particular interests in the protection of our historic environment. The Board's role is to monitor and advise on the implementation of the Plan, and to review and advise on the priorities of the Plan. It is chaired by Dr Mike Heyworth MBE and currently comprises representatives of the following organisations/groupings:

- *The Archaeology Forum*
- *Arts and Humanities Research Council*
- *Association of Local Government Archaeology Officers*
- *British Property Federation*
- *Church of England (Cathedral and Church Buildings Division)*
- *Civic Voice*
- *Department for Community and Local Government*
- *Council for British Archaeology*
- *Country Landowners and Business Association*
- *The Crown Estate*
- *Department for Culture, Media and Sport*
- *Defra*
- *English Heritage*
- *Federation of Archaeological Managers and Employers*
- *The Heritage Alliance*
- *Heritage Champions*
- *Heritage Lottery Fund*
- *Higher Educational Institutions*
- *Historic Houses Association*
- *Institute for Archaeologists*
- *Institute of Historic Buildings Conservation*
- *Joint Committee of National Amenity Societies*
- *Local Authorities*
- *National Association of Local Councils*
- *Private Conservation Businesses*
- *Joint Committee of National Amenity Societies*
- *National Trust*
- *Natural England*

2.3 Methodology

2.3.1 Consultation methods

Three methods were used to capture stakeholders' views on the existing NHPP and what a future framework might look like. Stakeholders could participate in the consultation through more than one method.

Online survey

An online survey was offered as a widely accessible means of participation in the consultation.

English Heritage prepared an initial draft for an online survey, which was further refined with input from Jura Consultants and the NHPP Advisory Board. The final version of the survey was approved by the NHPP Advisory Board.

The survey is split into four sections:

- Section 1 – About You
- Section 2 – Your Priorities for the Heritage
- Section 3 – The First NHPP (2011-2015)
- Section 4 – The New NHPP (2015-2020)

The full survey is included in Appendix A.

The survey was delivered via the online platform SurveyMonkey. It was publicised in early March 2014 via emails sent out by English Heritage to their mailing lists, via social media and promoted on the websites of English Heritage and other relevant interested organisations.

The full list of organisations that responded to the online survey is included in Appendix B.

Workshops

Workshops were intended to capture and explore in greater depth the views of primarily local stakeholders.

Thirteen workshops were delivered across England. Eleven of these were 'regional' workshops organised and facilitated by the local English Heritage teams. The dates and locations for these workshops are listed below in Table 2.1

TABLE 2.1 REGIONAL WORKSHOPS	
Date	Venue
Tuesday 25 March	YORKSHIRE
Wednesday 2 April	YORKSHIRE
Thursday 3 April	SOUTH WEST
Tuesday 8 April	NORTH WEST
Thursday 10 April	NORTH EAST
Wednesday 16 April	NORTH EAST
Friday 25 April	SOUTH EAST
Friday 25 April	SOUTH WEST
Monday 28 April	EAST MIDLANDS
Monday 28 April	SOUTH EAST
Tuesday 29 April	EAST OF ENGLAND

Two workshops were advertised as ‘national’ workshops and organised and facilitated by Jura Consultants. These took place in London on 4 April 2014 and Birmingham on 15 April 2014.

English Heritage’s mailing list and social media feeds were used to promote the workshops. Those wishing to attend booked their place via the Eventbrite online booking platform. Along with the invitation, recipients received a two-page information leaflet about the NHPP to provide background information on the plan and context for the consultation programme.

The workshop format and supporting materials were developed by English Heritage with input from Jura Consultants. The workshops used an introductory presentation explaining the background to the NHPP with examples of how the NHPP has been used in practice in the region within which the workshop was being delivered. Participants were then divided into working groups with one facilitator each. The facilitator was responsible for capturing participants’ prior engagement with the NHPP and covering three sections:

- Section 1 – Looking Back (Scope and Priorities, Language and Presentation)
- Section 2 – Looking Forward (Opportunities, Threats, Priorities)
- Section 3 – Making the New Plan Work (Priorities and Scope, Engagement)

Question prompts for each section were taken from the online survey. Responses were captured by the facilitator and later transcribed. Transcripts from all workshops were passed on to Jura Consultants for analysis.

The workshop outline and materials are included in Appendix C.

Phone interviews

Phone interviews were conducted with established key partners across pre-agreed areas such as marine, natural environment and heritage crime. Partners to be interviewed were selected by English Heritage.

Interviewees were initially recruited through an email sent by English Heritage to a select number of key partners. Recipients could then opt-in to participate in an interview by emailing Jura Consultants. After a month, a reminder email was sent. Toward the end of the consultation period, English Heritage identified a list of key partners that had not so far opted to be interviewed, but whose views were considered particularly important. Jura Consultants then approached these stakeholders by telephone to encourage engagement.

A script for structured phone interviews was developed by Jura Consultants with input from English Heritage. The questions were in two sections: Looking Back, and Looking Forward. Broadly, these questions followed the themes of the online survey. However, due to time constraints and the interests or experiences of respondents the extent to which the script was adhered to varied from interview to interview. In total, 36 interviews were undertaken. The full interview script is included in Appendix D.

If an interviewee was not familiar with, or had not engaged with the NHPP, the first section, looking back on the existing NHPP was skipped. Instead, reasons for non-engagement were explored further before moving on to the Looking Forward section. Interviews were conducted by Jura Consultants over the phone. Notes were taken and later transcribed for analysis.

2.3.2 Analysis

The multi-method approach to the consultation provided both a quantified basis for analysis and a qualitative exploration of specific findings. Results from all three consultation methods were collated to arrive at the final analysis under the headings presented in this report.

The specific analysis methods were as follows:

Online survey

Results from the online survey were exported from SurveyMonkey to SPSS, a statistical analysis software programme. Datasets were examined to exclude obvious test or other failed submissions. Due to this preliminary analysis, four datasets were deleted from the survey.

Although 915 respondents started the survey, a substantial number dropped out after question 3. This may indicate an overall interest in the consultation, but a lack of familiarity with and knowledge of the NHPP to participate. Questions 4-24 were answered by between 343 and 459 respondents. The median response rate for this range of questions was 351 (average 364). Questions 25 – 37 concerning the supporting actions of the NHPP were answered by between

143 and 154 respondents. The median response rate for this range of questions was 149 (average 145).

Frequency reports were produced from all datasets. These were split between organisational and individual responses. Frequencies were analysed as percentages of the baseline group, e.g. organisational respondents or number of total mentions where multiple answers were possible. Cross tabulations were produced for some questions at the request of English Heritage.

The survey also included a number of open ended questions. These were analysed for recurring themes.

Interviews

Transcripts from all interviews were analysed using HyperResearch, a qualitative text analysis tool. Frequency reports were produced from coded responses to quantify key trends.

Interviewees' organisational type and heritage work were used to contextualise their responses.

Workshops

Transcripts from all workshops were collated and analysed for recurring themes. Where possible, respondents' organisation type and heritage work was considered to contextualise their contributions.

It should be noted that the analysis of workshop participants' contributions was limited by the extent of the facilitators' notes available.

2.3.3 Data Presentation and Report Structure

The report is structured in two sections: Looking Back and Looking Forward. Within each section, data is presented under relevant themes, such as priorities, scope of the plan, and impact. Under each heading, results from the different consultation methods are presented separately. Where one method is able to provide further insights into, or context for findings obtained through another method, this is discussed in both method sections.

Each main section ends in a section conclusion, which provides an interpretation of what this might mean in the context of this review. It should be noted that Jura Consultants were not asked to provide recommendations for the development of the new NHPP.

2.4 Respondent profile

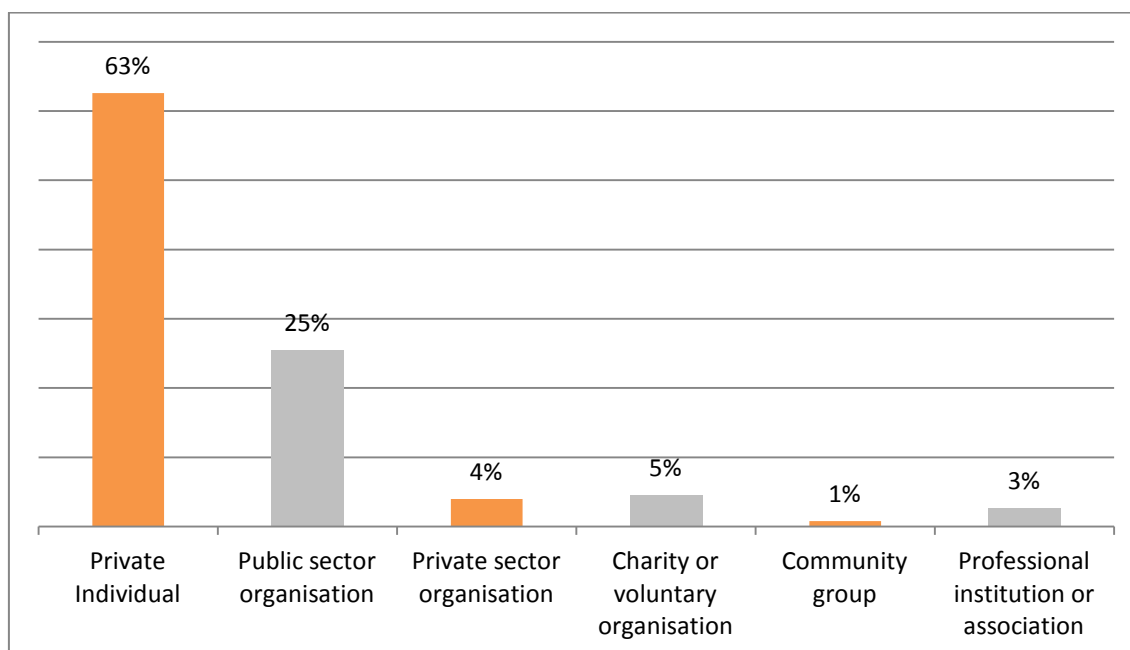
2.4.1 Online survey

915 responses were received in the online survey. Of these, 209 (22.8%) responded on behalf of a group or organisation. The majority (n=706, 77.2%) answered as individuals.

In terms of type of organisation, organisational respondents were fairly evenly split between public sector (n=78, 37.3%) and charity or voluntary organisation (n=75, 35.9%). 15 respondents (7.2%) indicated their organisation was a community group. Five respondents (2.4%) said they were English Heritage members.

The majority of individual respondents (n=565, 80%) identified themselves as private individuals. Within this group, 236 respondents (33.4% of total respondents) identified as members of English Heritage. 96 individual respondents (13.6%) selected 'public sector organisation', suggesting that although they did not respond on behalf of that organisation, it still provided the context for their responses.

Chart 1: Description of respondent or organisation

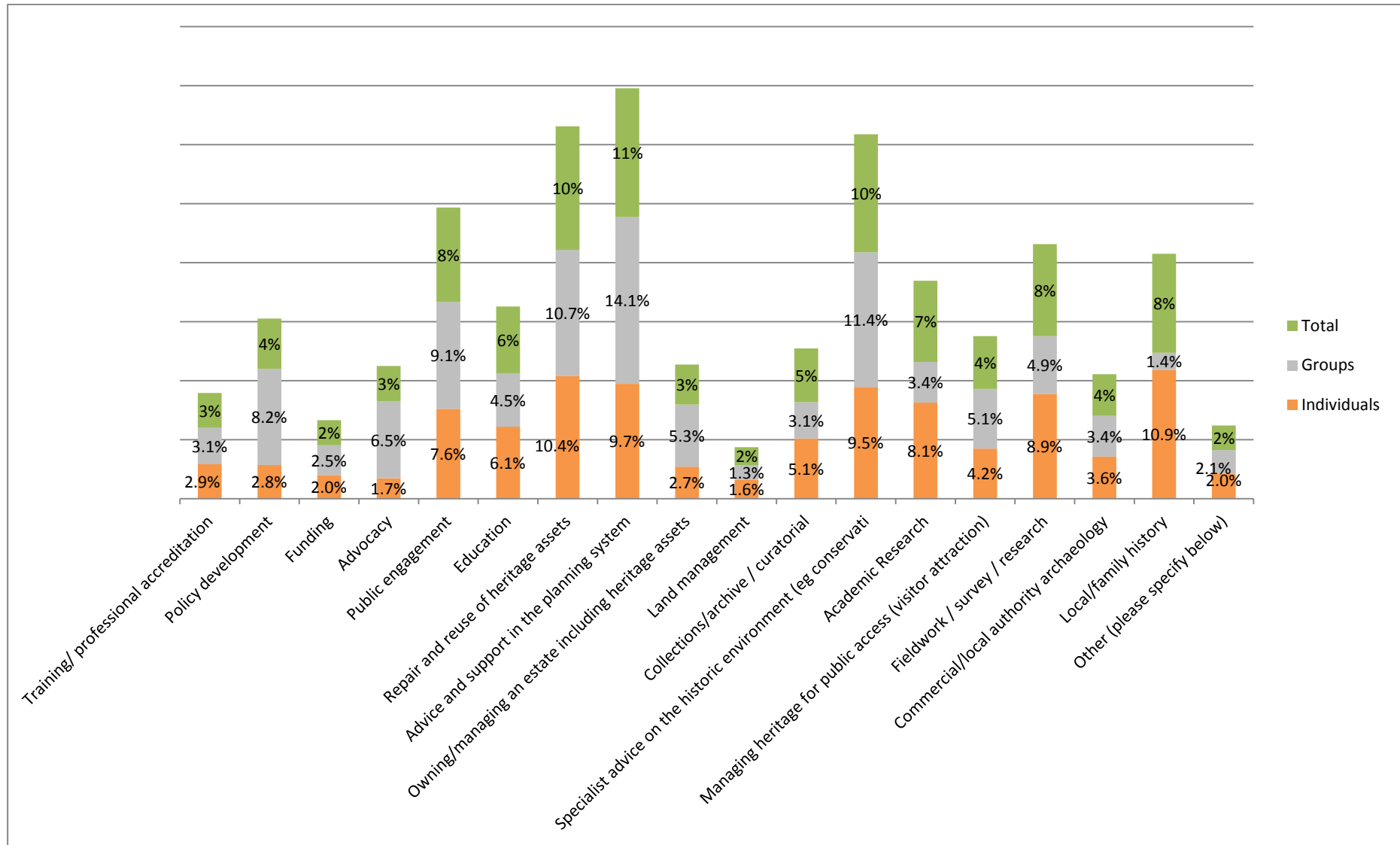


915 total responses, 706 individual responses, 209 group responses

Respondents were able to choose up to three categories to describe the type of heritage work they are engaged in. Organisational respondents provided 552 responses. 'Advice and support in the planning system' received the most mentions (n=78, 14.1%), followed by 'Specialist advice on the historic environment' (n=63, 11.4%). Only eight organisational respondents said they undertook local or family history (1.4%).

Individual respondents provided 1,511 responses regarding their work. 'Local or family history' received the most mentions (n=165, 10.9%), followed by 'Repair and use of heritage assets' (n=157, 10.4%). 'Advice and support in the planning system' was provided by 147 individual respondents (9.7%), while 'Specialist advice on the historic environment' was provided by 143 individual respondents (9.5%).

Chart 2: Type of heritage work undertaken



2.4.2 Interviews

36 interviews were undertaken. Two of these were with individuals who worked for organisations, but wished to be recorded as individuals. This includes one staff member at the Heritage Lottery Fund.

All respondents provided a short description of the type of heritage work they are/were engaged in. The majority of these (n=8) provided advice in the planning system, followed by four respondents who provided specialist advice on the historic environment. Two respondents provided funding.

2.4.3 Workshops

317 people attended the thirteen workshops delivered across England. The workshops attracted a diverse audience in terms of background, area of interest in the heritage sector and previous involvement in the NHPP not all workshop facilitators recorded the type of heritage work done by participants. Therefore this information is not available. It was very useful to be able to discuss the current and future NHPP with people that have no or little awareness of the NHPP as this type of engagement can raise the profile of the plan whilst taking feedback on how it can become more relevant. This is more useful than discussing the NHPP only with those that know the detail of the plan in great detail.

3.0 LOOKING BACK

3.1 Introduction

This chapter reviews participants' responses on the existing NHPP. The information is presented in broad themes, which loosely follow the questions asked in the online survey.

It is important to note that the interviews and workshops did not seek specific responses to all of the questions included in the online survey. Where relevant information emerged from face-to-face consultations these are included in the corresponding sections below.

3.2 Awareness of and Engagement with the NHPP 2011-2015

3.2.1 Online survey

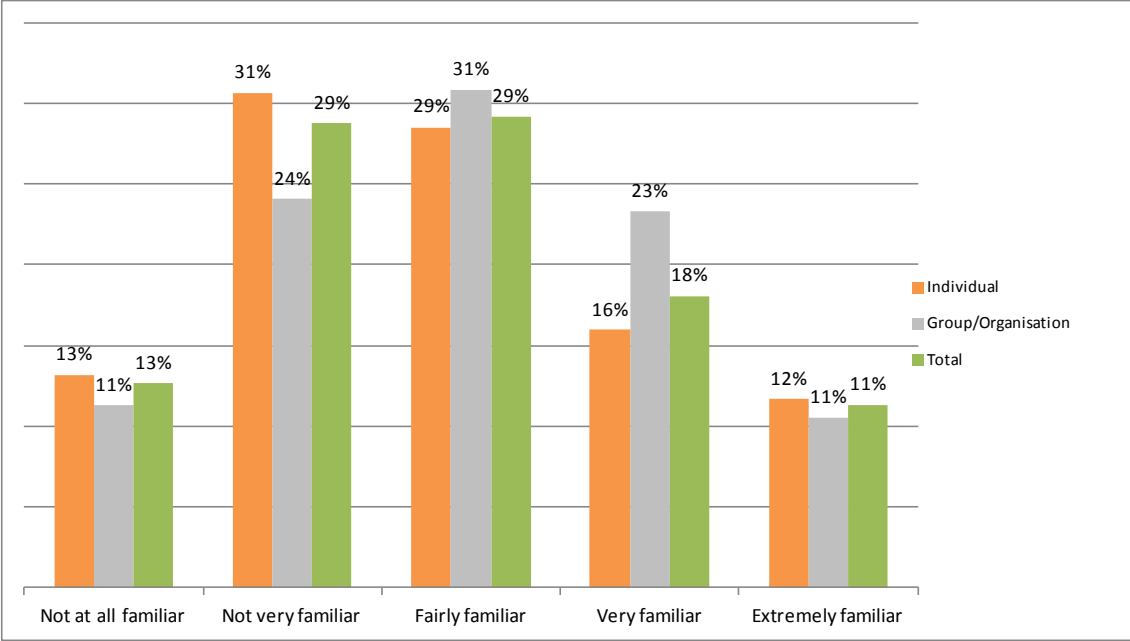
153 organisational respondents answered the question about their awareness of the NHPP prior to the consultation. The majority of respondents (n=125, 81.7%) had heard of the NHPP before.

439 individual respondents answered this question also. Almost seven out of 10 respondents (n=295, 67.2%) had heard of the NHPP before.

Respondents were also asked to rate their familiarity with the NHPP. 133 organisational respondents answered this question. Familiarity with the NHPP appears evenly split. Combined, the relative majority of organisational respondents were either 'not very' or 'not at all' familiar with the plan (n=47, 35.4%). 45 respondents (33.8%) were either 'very' or 'extremely' familiar with the NHPP. 41 respondents (30.8%) said they were 'fairly familiar' with the plan.

326 individual respondents rated their familiarity with the NHPP also. The relative majority (n=145, 44.1%) said they were either 'not very' or 'not at all' familiar with the NHPP. 91 individual respondents (27.7%) were either 'very' or 'extremely' familiar with the NHPP. 93 respondents (28.5%) were 'fairly familiar' with the plan.

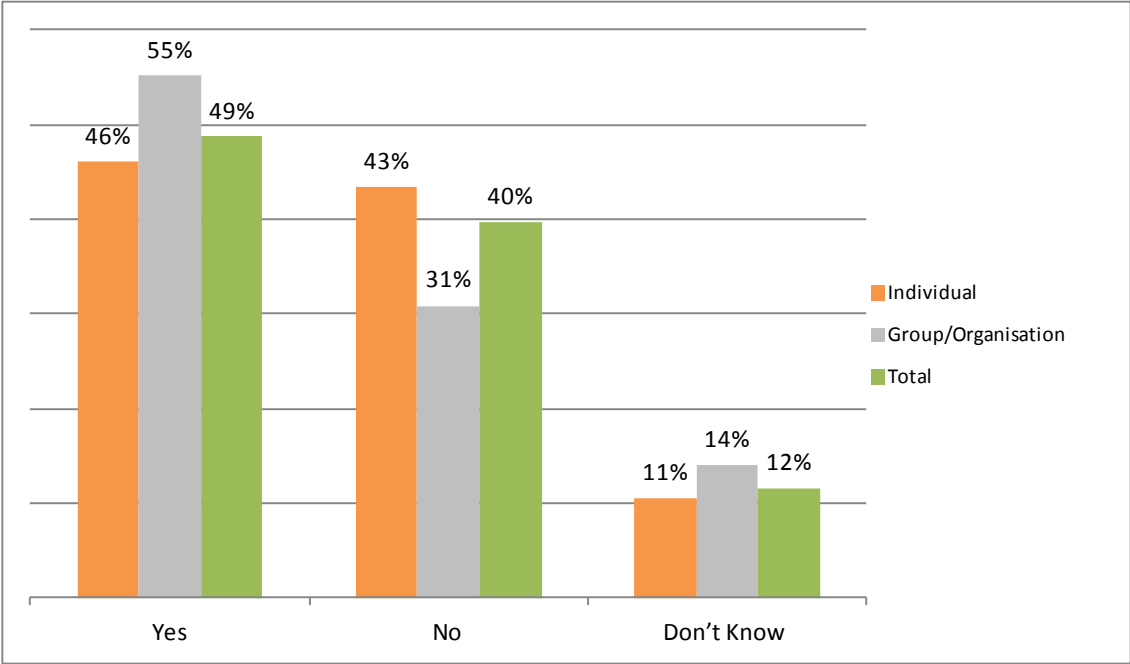
Chart3:Familiarity with the NHPP



136 organisational respondents indicated whether they had engaged with the NHPP. The majority of these (n=75, 55.1%) had engaged with the plan. 42 respondents (30.9%) had not engaged. 19 respondents (14%) did not know.

Of the 332 individual respondents that answered this question, a slight relative majority (n=153, 46.1%) had engaged with the NHPP, followed closely by 144 respondents (43.4%) that had not. 35 respondents (10.5%) did not know whether they had engaged with the plan.

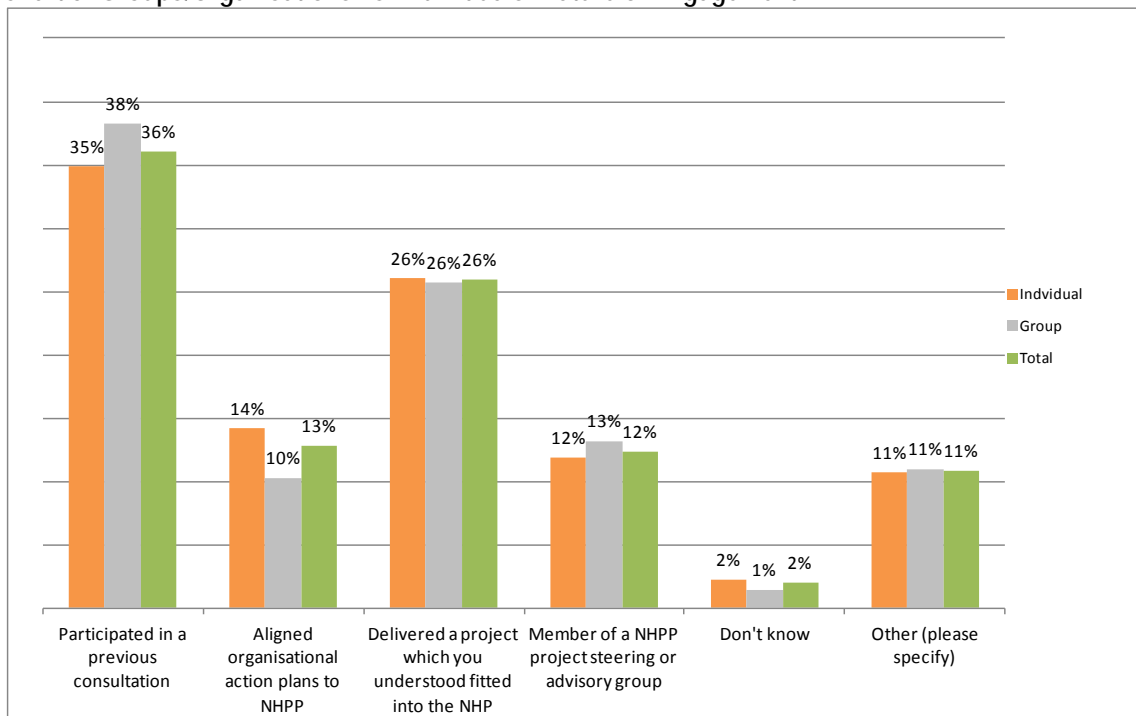
Chart 4: Engagement with plan



Respondents that had previously engaged with the NHPP were also asked about the nature of their engagement. Of the 136 organisational responses received, the relative majority (n=52, 38.2%) related to participation in a previous consultation, followed by ‘Delivering a project which you understood fitted into the NHPP’ (n=35, 25.7%). Under ‘other’, one organisational respondent indicated that they had received funding through the NHPP. Funding was also the main reason for engagement that emerged from the interviews, which might suggest that funding was also the main reason for delivering a NHPP project in the context of the survey. Only 14 organisational respondents (10.3%) had aligned their action plans to the NHPP.

261 individual responses were received on the nature of engagement with the NHPP. The relative majority of these (n=91, 35%) related to participating in a previous consultation, followed by 68 mentions (26.1%) of delivering a project understood to fit with the NHPP. A slightly higher proportion of individual responses than organisational responses indicated that they had aligned their action plans to the NHPP (n=37, 14.2%). Under ‘other’, two respondents indicated that they had received funding through the NHPP. One respondent said that they had tried to align a national project to the NHPP but found this impossible as the NHPP ‘doesn’t work easily, being simply a “shopping list” of English Heritage “nice-to-do” projects’.

Chart 5: Groups/Organisations vs. Individuals: Nature of Engagement



Overall, the picture emerging from the online survey is one of limited high quality engagement with the NHPP. Most engagement appears to have been passive through participation in previous consultations. While delivering a project that fitted with the NHPP was the second most mentioned form of engagement across both respondent groups, findings from workshops and interviews suggest that this was due largely to funding available through the NHPP.

3.2.2 Interviews

25 of the interviewees indicated their awareness of the NHPP. This was fairly evenly split between those being somewhat or very aware of the plan, and those who had little to no awareness of it. Considering that the interviewees were approached for interview on the basis of being established key partners in the NHPP, the fact that half of them indicated little or no awareness of the NHPP is striking and raises questions over how engagement is defined by potential partners and decision makers.

Eleven interviewees said they were very aware of the plan. Of these, two respondents were involved in reviewing early drafts of the first version of the NHPP. One respondent indicated that they only became aware of the NHPP through preparing for the interview. The majority of the remaining respondents that were very aware of the plan were so because of having received funding through the NHPP or through their work within the sector generally. Four respondents said they were fairly aware of the plan.

Six respondents said they were only marginally aware of the plan or not. Four respondents said they were not aware of it at all.

27 respondents indicated whether they had engaged with the plan. Nine respondents said they had engaged with it a lot. The majority of these had done so because they received funding through the NHPP. Three interviewees had used the plan as an advocacy tool. Nine respondents said they had not engaged with the NHPP at all, although some of these were aware of it. Five respondents had only minimally engaged with the plan.

Overall, interviewees had not engaged with the plan extensively. Most engagement happened because of grant funding available through the NHPP, and interviewees made it clear that without the attached funding they were unlikely to engage. Those that had used the plan as an advocacy tool pointed out its limitations in terms of language and accessibility. They felt that they were not able to simply give the plan to a non-heritage professional and decision-maker to peruse.

In some instances, the work undertaken by interviewees is delivered in parallel to the NHPP. Many organisations or individuals are primarily concerned with undertaking work of greatest relevance to them which is often fed into the NHPP as identified priorities or activities. The NHPP is not leading the sector and the activities or organisations / individuals, rather people tend to identify how what they want or need to do links to the NHPP.

3.2.3 Workshops

The following table summarises the number of responses provided against each category of 'level of engagement' and the proportion of each category against the total.

TABLE 3.1 NUMBER OF PARTICIPANTS		
Level of Engagement	No. Of Participants	% of Total
High	32	10%
Medium	52	16%
Low	117	37%
None	67	21%
Not Specified	49	15%
Total	317	100%

Almost 37% of attendees had a low level of awareness of the NHPP. Many of those with low awareness would be expected to know more about the plan given their involvement in the sector. However, through discussion it emerged that there were structural and perception issues which have affected the extent to which people have engaged with the plan and as a result constrained awareness. Issues reported include the perception that the NHPP is a plan for English Heritage only, and the use of technical language within the Plan which was not attractive or engaging. These issues are explored in greater detail throughout this report.

3.3 Barriers to engagement with the NHPP 2011-2015

Earlier consultation exercises undertaken annually during the plan period noted that the following issues:

- It was not clear how priorities were established and therefore this may affect the extent to which representatives within the sector feel encouraged to engage in assisting in shaping future priorities. This lack of clarity will affect adversely the extent to which the plan can become sector owned. If the sector does not recognise and understand the priorities they will not engage in a meaningful way.
- Language used within the Plan was not accessible or engaging and as a result there was a concern that people were not engaging, or if they were they were, not fully understanding the concept of the NHPP

3.3.1 Online Survey

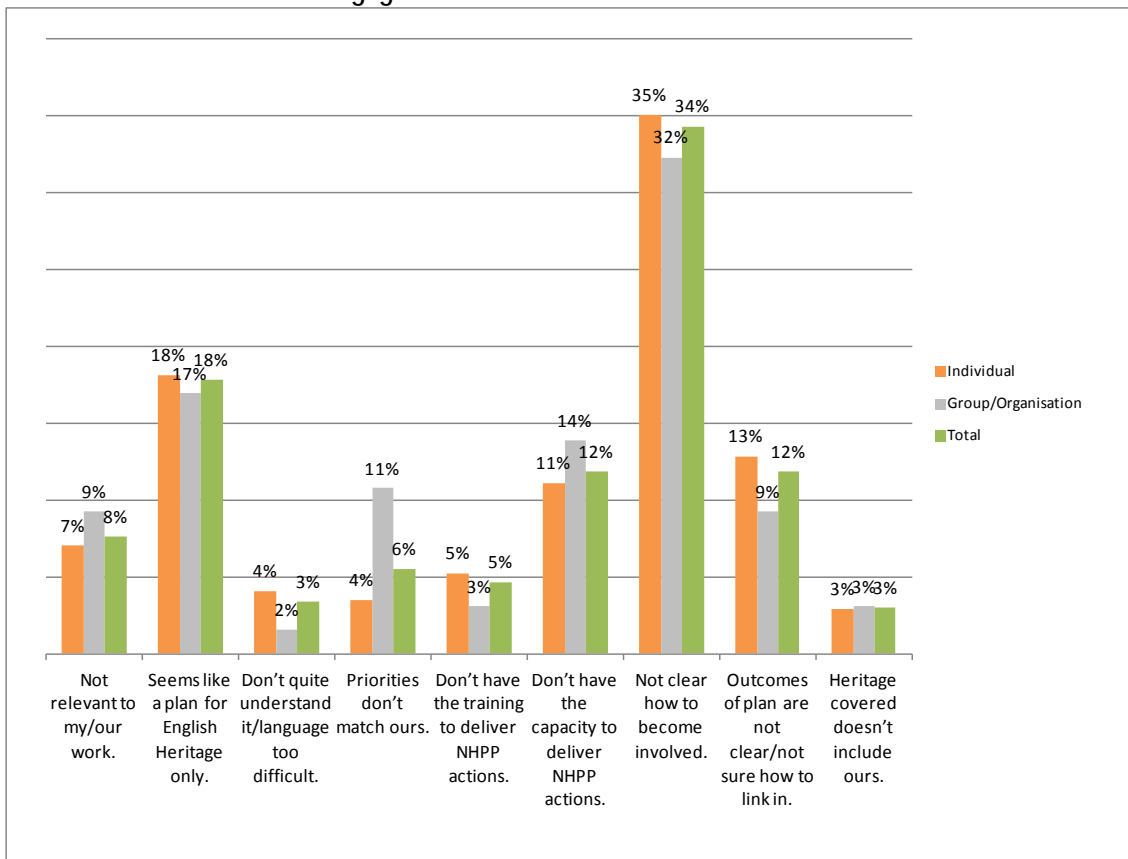
186 respondents said that they had not previously engaged with the plan. These respondents were invited to identify the barriers that prevented engagement. Multiple answers were possible.

The most commonly reported barrier to engagement was that it was not clear how to become involved in the plan. Subsequent barriers identified differed in ranking between organisational respondents and individual respondents (please see chart below).

For individual respondents, the second most frequently identified barrier was a sense that the plan was for English Heritage only (n=31, 18%), followed by a sense that the outcomes of the plan are not clear (n=22, 12.9%). A further 19 (11.1%) respondents felt that they didn't have the capacity to deliver NHPP actions.

For organisational respondents, the most cited barrier to engagement was that it was 'not clear how to become involved' (n=21). Eleven organisational respondents said the plan seemed to be an English Heritage Plan.

Chart 6: Barriers to Engagement



From this analysis it is clear that the main areas which require further work are:

- Identifying roles and responsibilities for those in the sector and associated areas of work in relation to the NHPP
- Addressing the continuing perception that the NHPP is an English Heritage document for English Heritage use

These are fundamental principles upon which the NHPP has developed and evolved, i.e. the concept that the NHPP is owned by the sector (and not perceived as an English Heritage Plan) and that organisations can engage with it. These are the main barriers affecting engagement and need to be resolved to move the NHPP forward in collaboration with the sector.

46 respondents identified other barriers to engagement. Of these, 26 said they had never heard of the plan before. Two of these respondents highlighted that this was despite working closely with English Heritage and having worked in archaeology for several years, respectively.

3.3.2 Interviews

Seventeen of the 30 interviewees who indicated their engagement with the plan had either not engaged at all (n=12) or only minimally (n=5). The majority of these felt that the plan was not relevant to their work, which is why they hadn't engaged. Specific barriers were mentioned only by two respondents. The barriers identified were that the plan is too lengthy and detailed. Other comments made during the course of the interview process suggest that low levels of awareness and relevance of the NHPP is a significant barrier to use and wider adoption.

Furthermore, there was a sense reported by some that what they were doing within their organisation ran parallel to the NHPP and was reflected within the document. Therefore there was no need to engage with the plan. It was reported that the NHPP has had no impact on what they do:

"We would be doing the same thing if the plan did not exist"

This is not necessarily a negative observation. If the intention is for the NHPP to provide a framework for shared priorities and actions it should recognise that organisations will engage in a number of ways, from not at all due to their activity being reflected in the Plan to a detailed and regular engagement if an organisation aims to connect its agenda and activities to the priorities in order to either target its own resources or apply for funding from the NHPP.

Several interviewees were aware of the process through which the first NHPP was written and it was reported this has created a perceptual barrier for many. There is a continuing perception that this is an English Heritage plan for English Heritage to deliver. This has created a barrier to engagement as organisations / people are not clear on how they can engage in the delivery of NHPP. Clarity on the roles and responsibilities of actors / stakeholders in the sector is required.

Language and presentation is picked up at Section 3.7 however it is worth highlighting that during the interviews it was noted that the structure and presentation of the Plan is a barrier to engagement for many. The document is not user friendly, is too long and detailed and therefore it appears to be a significant undertaking to read the Plan. It was suggested that the NHPP could be re-structured to include a high-level vision document which is easily accessible, with a number of documents sitting behind or under the vision (from one additional document to many).

3.3.3 Workshops

It has been reported that some within the sector are currently undertaking activities that relate directly to the NHPP in a variety of ways. Some participants have delivered projects or undertaken activities funded by the NHPP, others have developed their own action plan which connects with the NHPP, and others are delivering their own activities which run in parallel to the NHPP. In some instances, organisations and individuals are undertaking activities which support priorities within the Plan even if the activities are not reflected within the content of the Plan.

3.4 Aims and Objectives

3.4.1 Online survey

354 respondents rated the statement, 'The plan provides a clear strategy to address heritage protection needs'. 205 (58%) respondents in total agreed with the statement to some extent (146 agreed slightly and 59 completely agreed). 92 (26%) respondents disagreed with the statement to some extent (71 disagreed slightly and 21 completely disagreed). 33 respondents (9%) had no opinion, while 24 respondents (7%) did not know.

Chart 7: Agreement with statement 'The plan provides a clear strategy to address heritage protection needs'

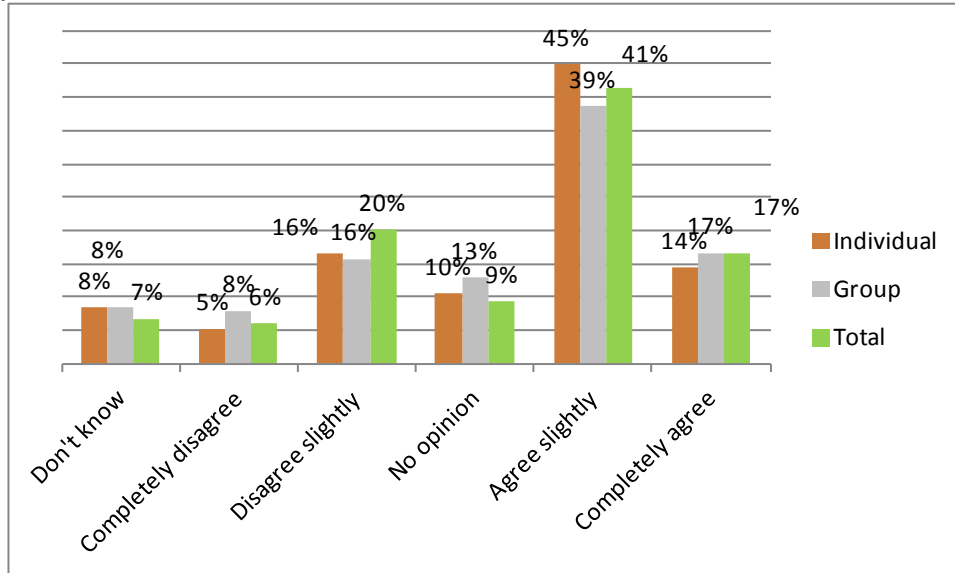


Chart above: Total responses 354, individual responses 249, group responses 105

344 respondents rated the statement 'It is clear what the plan aims to achieve'. Most respondents agreed with the statement (n=192, 56%; 131 slightly agree and 61 completely agree). 86 respondents (25%) disagreed with the statement (61 slightly disagreed and 25 completely disagreed). 41 respondents (12%) had no opinion. 25 respondents (7%) said they didn't know.

Chart 8: Agreement with statement 'It is clear what the plan aims to achieve.'

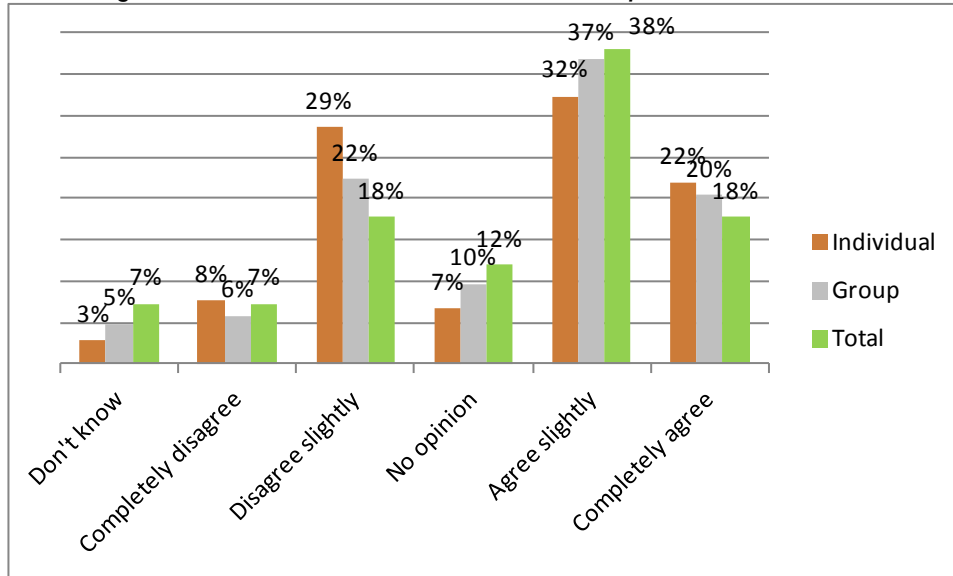


Chart above: Total response 344, individual responses 241, group responses 103

3.4.2 Interviews

Seven interviewees indicated that they found the plan difficult to understand and as such they were not clear what the plan aimed to achieve. Two interviewees specifically said that they did not think it was clear what the plan aimed to achieve.

3.4.3 Workshops

The workshops did not specifically address the aims and objectives of the existing NHPP. No information about participants' views could be obtained from their other comments.

3.5 Scope

3.5.1 Online Survey

354 respondents rated the statement, 'The plan doesn't sufficiently respond to emerging government agendas'. 167 respondents (47%) agreed with this statement (111 agree slightly, 56 completely agree), whilst 66 respondents (19%) disagreed (56 disagree slightly, 10 completely disagree). 76 respondents (21%) had no opinion, while 45 (13%) said they did not know.

Chart 9: Agreement with statement 'The plan doesn't sufficiently respond to emerging government agendas.'

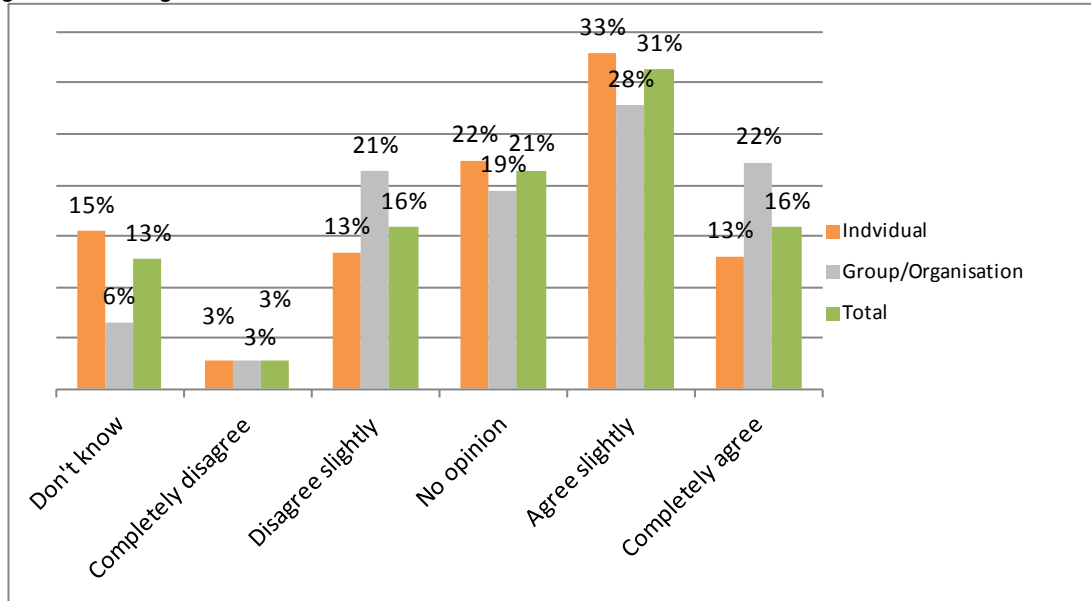


Chart above: Total response 344, individual responses 246, group responses 108

355 respondents rated the statement, 'The scope of the plan is too limited to tangible protection of heritage assets.' A relative majority (n=176, 50%) agreed with this statement (90 agree slightly, 86 completely agree), while 97 respondents (27.3%) disagreed (77 disagree slightly, 20 completely disagree). 52 respondents (15%) had no opinion. 30 respondents (9%) did not know.

Among individual respondents the relative majority agreed with this statement (n=124, 50%). Among organisational respondents, responses were more evenly split between agreement and disagreement. 21% of organisational respondents either had no opinion or didn't know.

Chart 10: Agreement with statement 'The scope of the plan is too limited to tangible protection of heritage assets'

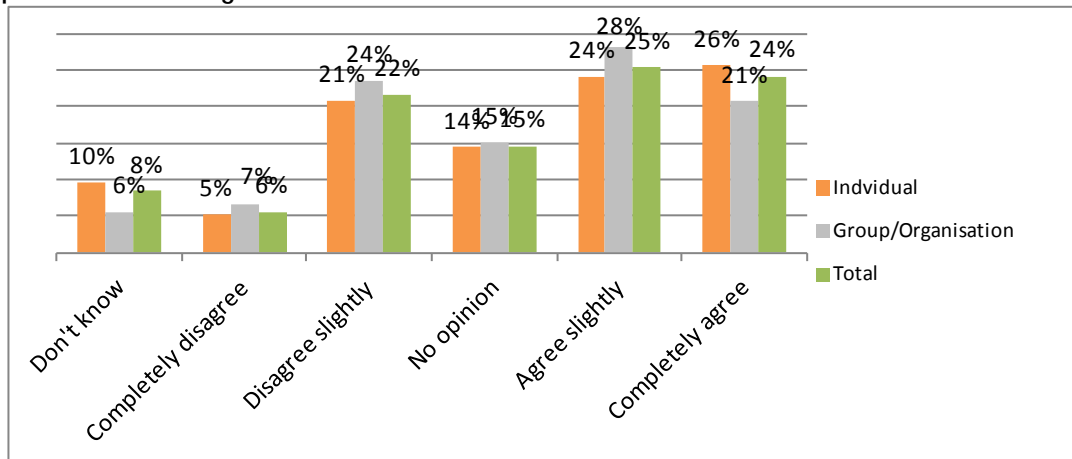


Chart above: Total response 355, individual responses 249, group responses 106

355 respondents rated the statement, 'Community or public engagement with heritage features strongly in the plan.' 131 respondents (36%) agreed with the statement (94 agree slightly, 37 completely agree), whilst a similar number (n=128, 37%) disagreed (82 disagree slightly, 46 completely agree). 64 respondents (18%) had no opinion, while 32 (9%) said they did not know.

Chart 11: Agreement with statement 'Community or public engagement with heritage features strongly in the plan.'

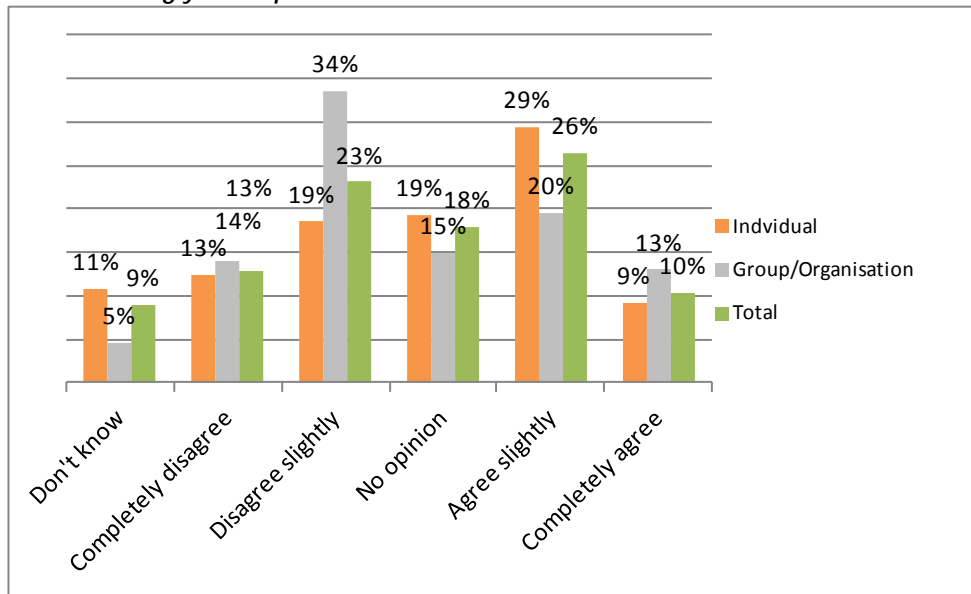


Chart above: Total response 355, individual responses 248, group responses 107

The analysis above highlights an issue which recurs throughout all strands of the research, i.e. the level of community engagement and involvement represented within the plan. The above analysis suggests that organisations and groups believe there is a need for stronger emphasis on community engagement.

354 respondents rated the statement, 'The heritage categories covered by the plan are not broad enough.' A significant minority agreed with this statement (n=160, 42%). The spread of responses was the same across organisational and individual respondents.

Chart 12: Agreement with statement, 'The heritage categories covered by the plan are not broad enough.'

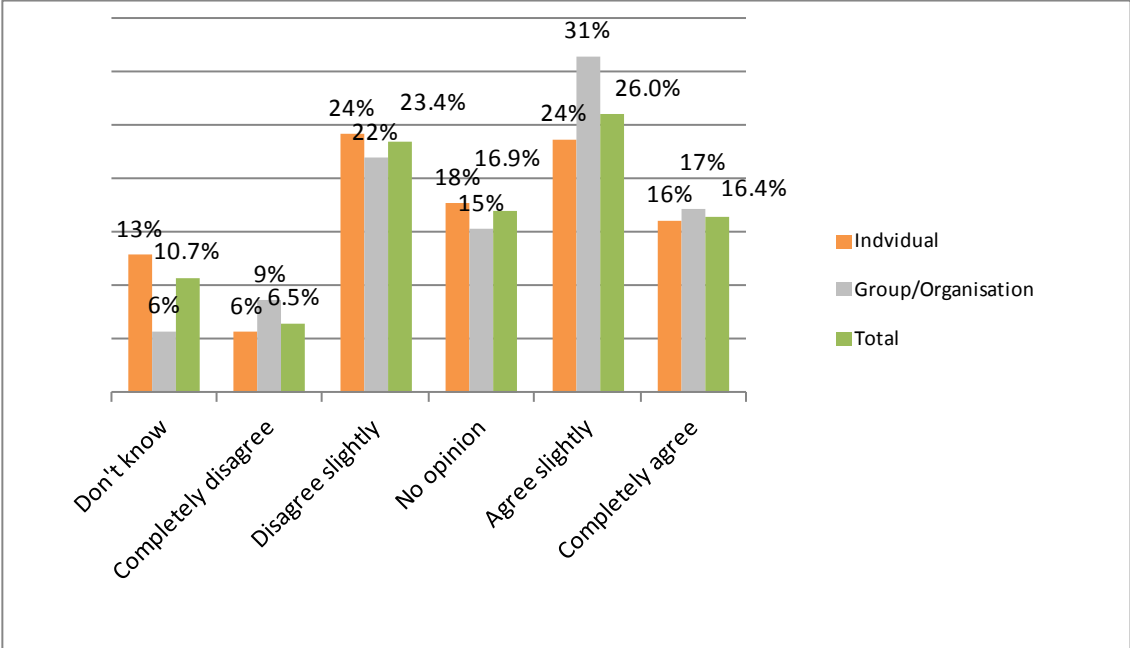


Chart above: Total response 354, individual responses 249, group responses 105

354 respondents rated the statement, 'There should be a greater emphasis on the role of Supporting Actions in the Framework.' 58% of all respondents (n=202; 67% in the case of organisations only) reported that they agreed with this statement (108 agree slightly, 94 completely agree). A large number of respondents (n=85, 24%) said they had no opinion. 51 respondents (14%) said they did not know.

Chart 13: Agreement with statement, 'There should be a greater emphasis on the role of Supporting Actions in the Framework.'

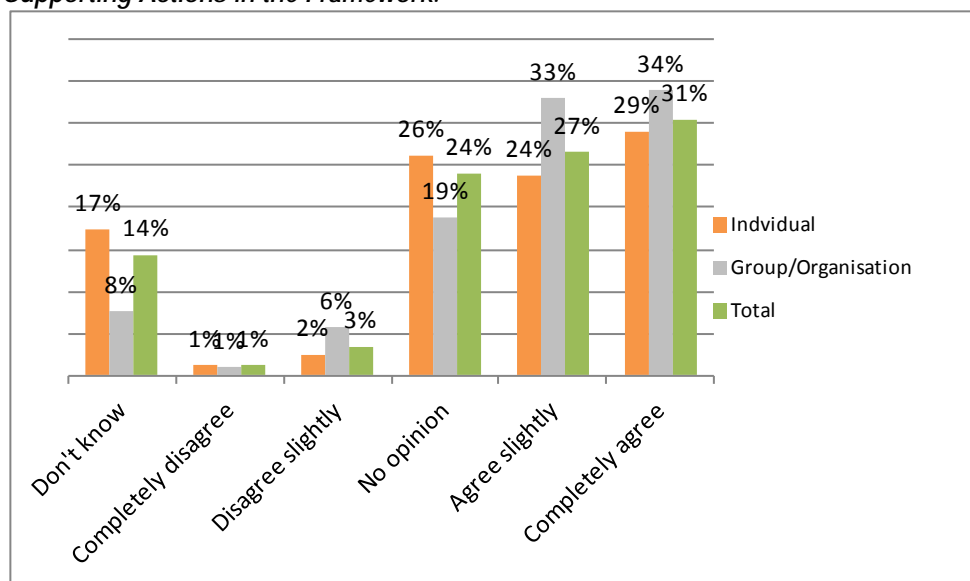


Chart above: Total response 354, individual responses 248, group responses 106

3.5.2 Interviews

26 interviewees gave an opinion about the scope of the plan. Of these, fifteen felt that the scope should expand. Those that suggested a specific change proposed that the plan include the following:

- Landscape
- Intangible heritage
- Museum collections
- Cultural Property
- Sustainable reuse/adaptation of buildings (e.g. making them energy-efficient)
- Consider the entirety of heritage protection not just research and designation

Some interviewees suggested that the existing focus was too narrowly defined by architectural or archaeological value. This, they felt, did not correspond sufficiently with the active role that heritage plays in the lives of individuals and society as a whole. It also did not correspond with their own experience of 'doing heritage', as one interviewee called it, by which they meant doing heritage work that goes beyond conservation and listing and which they felt was the work of the majority of the heritage sector. Respondents that felt the scope of the plan should change also felt that the plan currently was not relevant to them.

Eleven interviewees felt that the scope of the plan was fine. Two of these acknowledged that the scope might include other things, but pointed out that the plan couldn't be 'everything to

everybody'. They feared that a further broadening of the plan might dilute it and make it less workable.

Overall, the interviews suggest that the scope of the plan is not broad enough in its definition of 'heritage', although interviewees acknowledge that therefore a different approach to the plan as a whole may be required to keep it workable. It is important to highlight that the scope of the existing plan, along with its priorities, appears to play a major role in interviewees' perception of the plan's relevance to their work. In other words, a limited scope may come with a less broad audience than currently envisaged by the NHPP.

There was some concern that if the scope of the plan were to extend beyond the current frame of reference it would become too unwieldy and unfocussed. For those suggesting the scope of the Plan should remain as is it was suggested that using the existing definition of heritage as presented by English Heritage is the most effective influence on the scope of the Plan in the future.

3.5.3 Workshops

The following summarises key issues related to scope of the NHPP as identified in the workshop sessions:

Headline Messages

- There is a lack of clarity on the vision or aim of the NHPP. It needs to be clear why the plan is necessary, and to ensure its scope relates to aims and objectives explicitly
- Participants questioned whether the plan does or should focus on Government agenda or the priorities of the sector.
- There is a lack of clarity on the target audience for the NHPP
- It is difficult to understand what the specific priorities are. It was commented, 'What are the priorities within the priorities?'
- The most frequently reported comment on scope was that the NHPP is considered to be an English Heritage document for English Heritage (this observation was reported 22 times within the workshop notes)

Connections

- There is some concern that the NHPP exists in a vacuum. The NHPP needs to connect more, and be seen to connect more to other strategic frameworks, policy and guidance. Specifically it should link to NPPF and Heritage Counts. One workshop group commented that it 'hangs in the middle of nowhere and doesn't connect'
- The NHPP needs to be more flexible. One workshop group commented the NHPP is a 'cage, not a framework'
- The NHPP needs to show how people and organisations can connect to it

Engagement

- There was concern expressed by some that the NHPP is the sector talking to itself, but if the NHPP is to deliver wider benefit it must engage a wider audience. The NHPP needs to engage the sector and other sectors which it overlaps, connects to and can influence / be influenced by. This engagement should include the public amongst many others.
- There was some concern that parts of the sector do not engage with the plan through lack of awareness or understanding of its relevance

Scope

- Community and outreach need to be included within the scope of the plan
- There was a lack of agreement on the breadth and extent of the scope of the NHPP. Some felt that the current scope was too broad and specific, whilst others felt that the scope needs to be broader. Participants noted that it will be very difficult to represent the whole sector given the diversity of organisations with a substantial interest in heritage
- If the NHPP is a plan it should include goals and measures of success which can be monitored and reported against.
- At least three workshop groups noted that the NHPP should present the value of heritage
- A number of individuals noted areas of heritage which they felt should be included with areas identified often reflecting the participant's areas of interest or research. The following are provided here to illustrate the range of themes which were identified at the workshops:
 - Undesignated heritage
 - Social history
 - Heritage of specific relevance to ethnic communities
 - Landscapes and setting
 - Designed landscapes
 - World Heritage Sites
 - 19th and 20th century heritage
 - Generally intangible heritage
 - 'Working class heritage under threat'
 - POW camp resources
- Conversely, other participants believed that the NHPP should focus on English Heritage definition of heritage and not extend to include the wider range of heritage. It was commented that 'intangible heritage is a distraction and there is a need to focus on tangible bulk heritage.'

3.6 Priorities

3.6.1 Online survey

351 respondents rated the statement, 'The strategic measures or priorities are the most relevant for the sector.' The relative majority of these (n=163, 46%) agreed with the statement. Notably, amongst individual respondents those who said they had no opinion or did not know were the second largest group (n=84) after those agreeing with the statement. Overall, 86 respondents (24.5%) disagreed with the statement.

Chart 14: Agreement with statement, 'The strategic measures or priorities are the most relevant for the sector.'

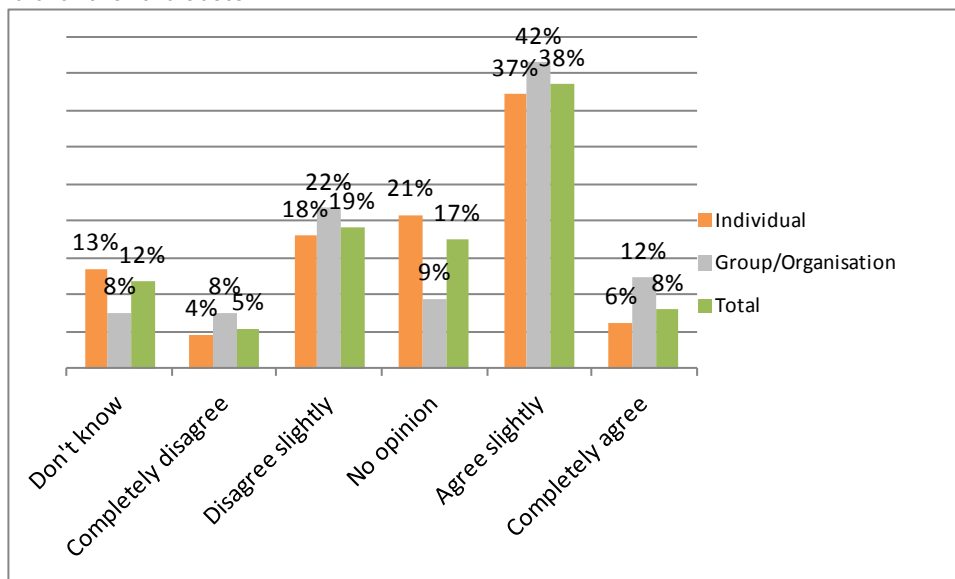


Chart above: Total response 351, individual responses 245, group responses 106

349 respondents rated the statement, 'The plan identifies the most pressing needs for heritage.' The relative majority (n=167, 48%) agreed with the statement. 110 respondents (31%) disagreed.

Chart 15: Agreement with statement, 'The plan identifies the most pressing needs for heritage.'

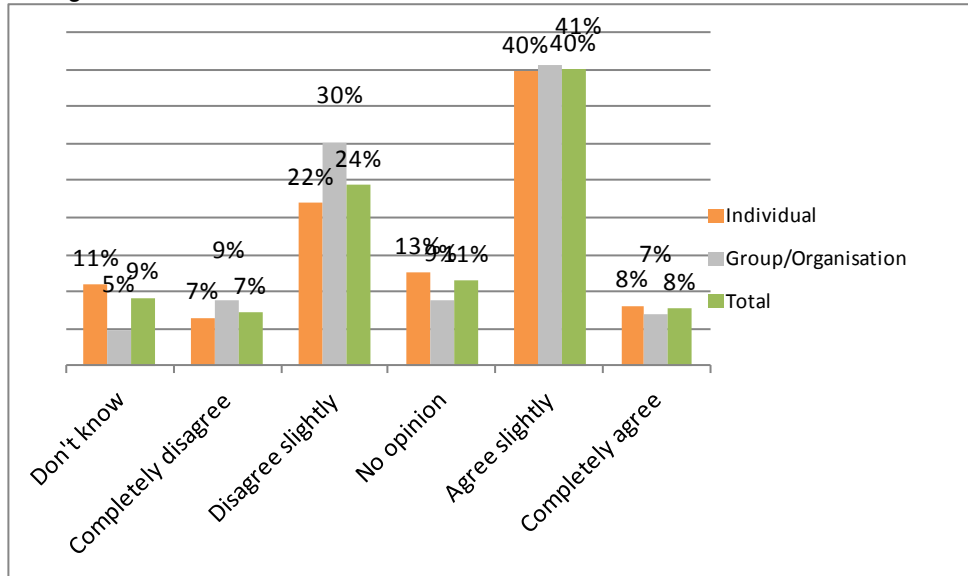


Chart above: Total response 349, individual responses 246, group responses 103

343 respondents rated the statement, 'The plan focuses too much on large and outstanding sites.' The relative majority of respondents (n=168, 49%) agreed, followed by 98 respondents (29%) who either had no opinion or did not know. The spread across both respondent groups is broadly the same. However, it is of note that only two organisational respondents completely disagreed with the statement.

Chart 16: Agreement with statement, 'The plan focuses too much on large and outstanding sites.'

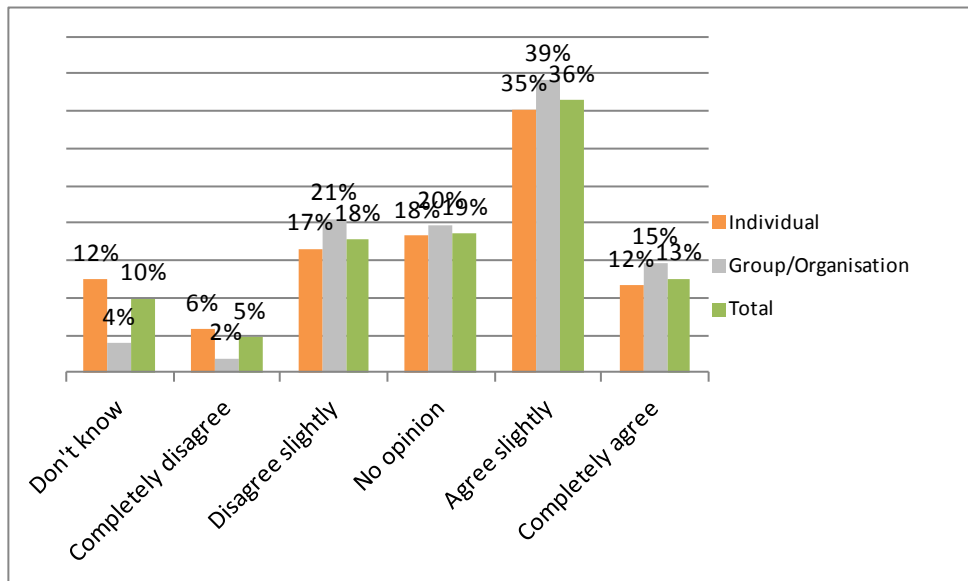


Chart above: Total response 343, individual responses 241, group responses 102

347 respondents rated the statement, 'The opportunities and threats for the historic environment identified by the NHPP are generally the right ones.'

The majority of respondents agreed (n=185, 53%), followed by 84 respondents (24.2%) who either had no opinion or didn't know. 78 respondents (22.5%) disagreed.

Chart 17: Agreement with statement, 'The opportunities and threats for the historic environment identified by the NHPP are generally the right ones.'

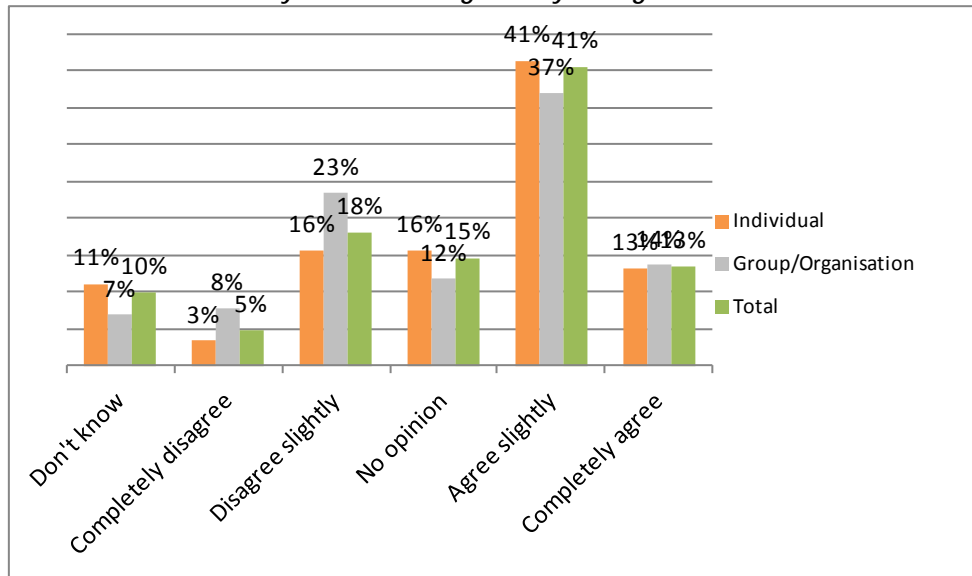


Chart above: Total response 347, individual responses 244, group responses 103

347 respondents rated the statement, 'The NHPP has helped ensure that funding from the wider heritage sector has been targeted toward the greatest opportunities and threats facing the historic environment.' The most frequently reported answer was no opinion or did not know (n=125, 36%), followed by 124 respondents (36%) who disagreed.

Chart 18: Agreement with statement, 'The NHPP has helped ensure that funding from the wider heritage sector has been targeted toward the greatest opportunities and threats facing the historic environment.'

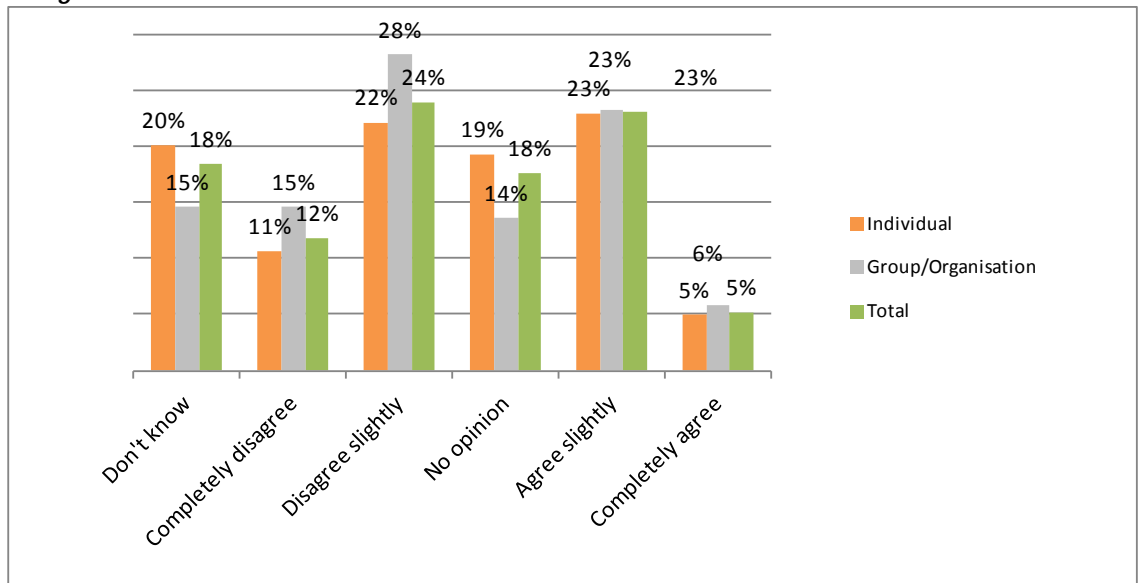


Chart above: Total response 344, individual responses 244, group responses 103

3.6.2 Interviews

16 of the 28 interviewees gave an opinion about the plan's priorities. The relative majority of these (n=7) felt that the priorities needed to change. Priorities specified for inclusion were:

- Address issues around planning legislation
- Include building context
- Place heritage against wider agenda, especially economic and social impact
- Public engagement and education
- Address skills shortage
- Making buildings sustainable

It should be noted, however, that there was little consensus on these priorities. All were mentioned only once, with the exception of planning issues and skills shortage, which were mentioned by two interviewees each.

Five interviewees felt that the priorities needed to be numbered, so that limited resources could be properly allocated. The fact that the priorities were not prioritised was criticised in terms of making the document an extensive and unwieldy 'wish-list' without focussed action and ability for monitoring.

Two interviewees said specifically that there were too many priorities.

Only two of those interviewed felt that the priorities were fine. However, it must be noted that these two interviewees also questioned whether anyone would engage with these priorities. They said:

But the question is: who cares? Who else will engage with this?

Do the priorities reflect need, or internal politics of English Heritage?

The latter quote also highlights the view held by seven interviewees that the NHPP is a plan for and by English Heritage, which contributed to the sense that the plan was not relevant to them.

It is also important to note that in a number of interviews, interviewees required clarification of what the priorities in the plan were. This suggests that these are not currently clear, which is further substantiated by some interviewees' comments about the plan being too difficult to understand, and it not being clear what the plan aims to achieve. This raises questions over the feasibility to add further priorities as suggested by some interviewees as well as respondents in the online survey. In addition to the numbering of priorities, interviewees made no suggestions for how this issue could be dealt with.

Overall, the interviewees have highlighted issues around the number of priorities in the plan and how these should be managed and presented. There is a strong suggestion that adding further priorities, to account for those felt to be missing, would increase other issues raised around the complexity and therefore accessibility of the plan.

3.7 Language and Presentation

As noted previously, the use of language was a constant issue identified in previous consultations.

3.7.1 Online survey

354 respondents rated the statement, 'The plan is too detailed.' The relative majority of respondents (n=140, 40%) disagreed with this statement, followed by 118 (33.3%) who agreed and (27%) who either had no opinion or didn't know.

Chart 19: Agreement with statement, 'The plan is too detailed.'

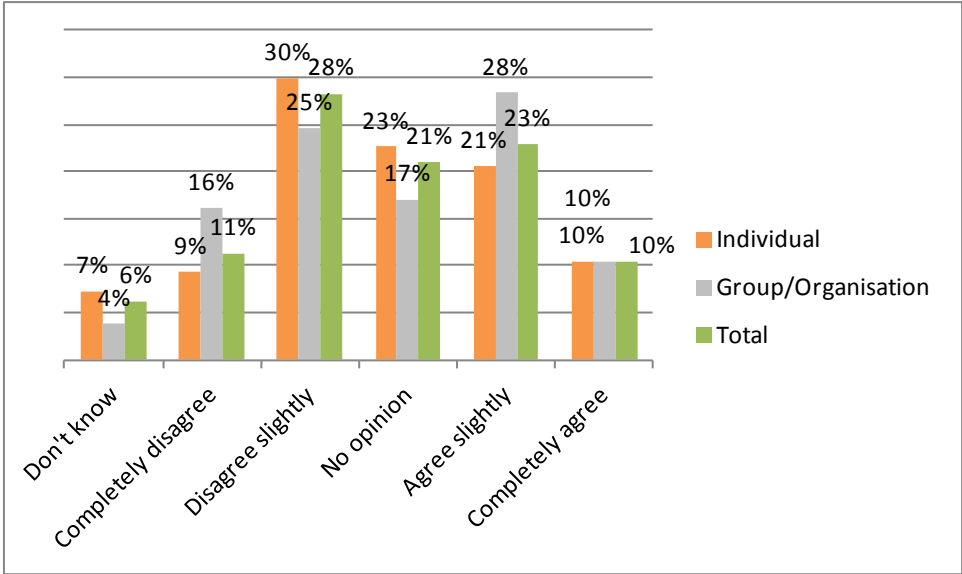


Chart above: Total response 354, individual responses 248, group responses 106

351 respondents rated the statement, 'The language of the plan is hard to understand.' The relative majority (n=170, 48%) agreed, followed by 117 respondents (33%) who disagreed.

Chart 20: Agreement with statement, 'The language of the plan is hard to understand.'

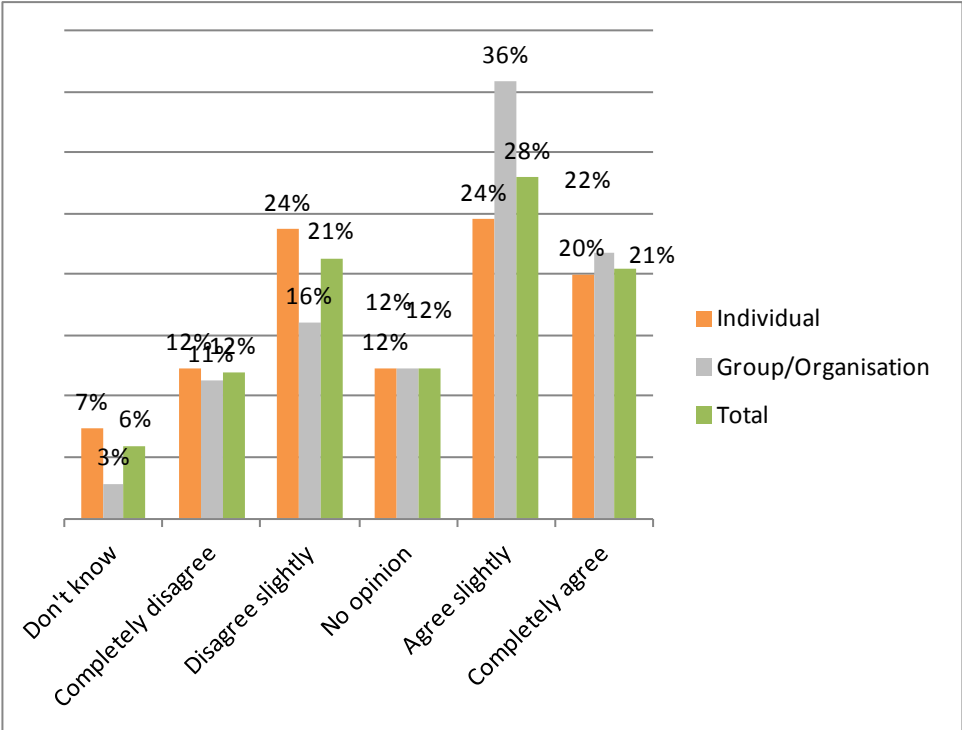


Chart above: Total response 351, individual responses 245, group responses 106

352 respondents rated the statement, 'The plan is primarily a plan for English Heritage.' The majority of respondents (n=237, 67%) agreed with this statement, followed by 64 respondents (18%) who either had no opinion or didn't know.

Chart 21: Agreement with statement, 'The plan is primarily a plan for English Heritage.'

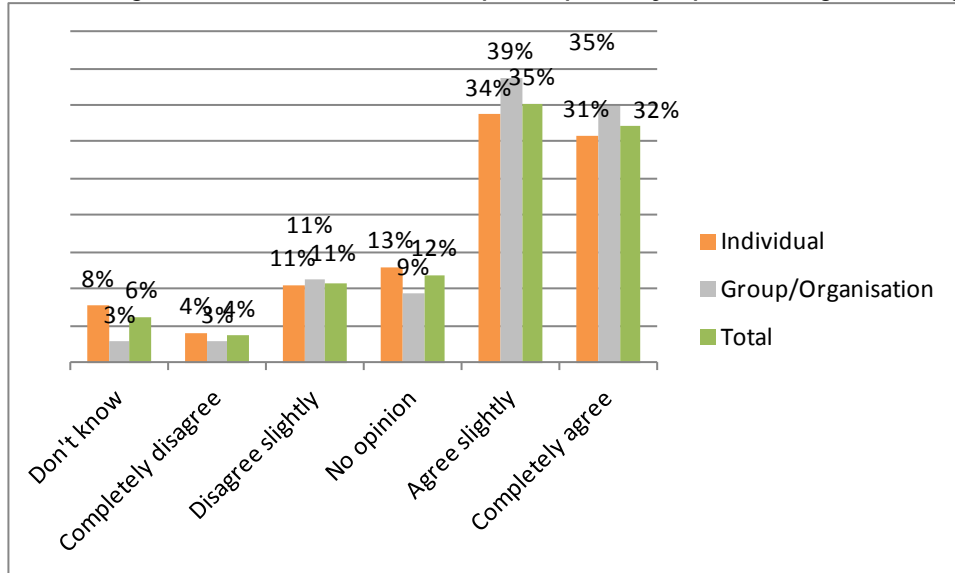


Chart above: Total response 352, individual responses 246, group responses 106

350 respondents rated the statement, 'The NHPP is clear and easy to use'. The majority of respondents (n=180, 51%) disagreed with this statement, followed by 87 respondents (25%) who agreed.

Chart 22: Agreement with statement, 'The NHPP is clear and easy to use.'

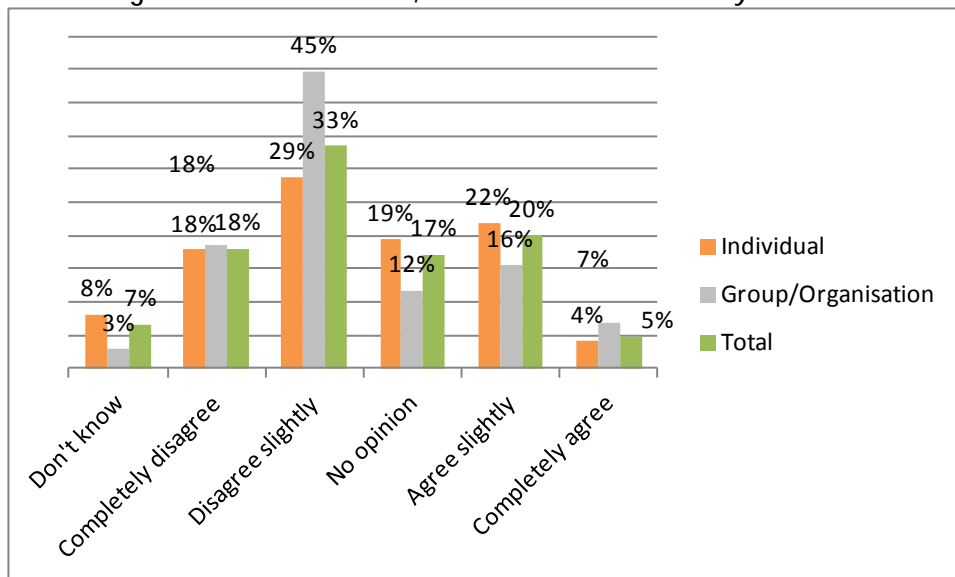


Chart above: Total response 350, individual responses 247, group responses 103

351 respondents rated the statement, 'I like the way the current plan sets out the priorities for action.' The relative majority of these disagreed (n=125, 36%). 119 respondents (34%) agreed with the statement.

Chart 23: Agreement with statement, 'I like the way the current plan sets out the priorities for action.'

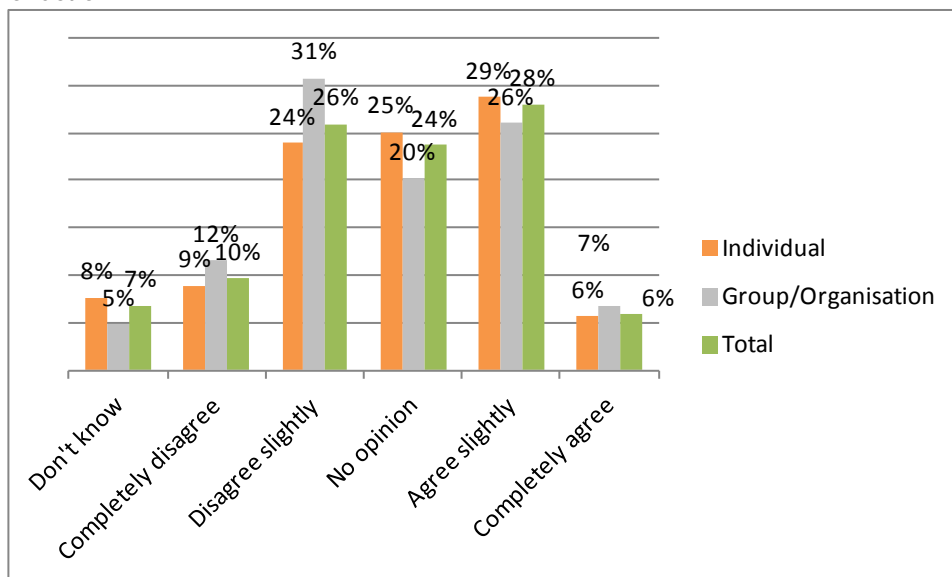


Chart above: Total response 351, individual responses 247, group responses 104

3.7.2 Interviews

Seven interviewees felt that the plan was a plan for and by English Heritage.

18 of the 28 interviewees commented on the plan's structure. Nine felt that the structure was fine. Three interviewees said the structure was difficult to understand, while another three specifically said the structure needed to be simplified. Two interviewees simply stated that the structure needed to change.

Seven interviewees felt the plan was difficult to understand overall. Four said that the plan was too lengthy.

Overall, interviewees were not able to comment in detail on the structure of the plan. Some individual comments suggest that interviewees were not clear about the meaning of 'Measures, Activity Topics, Supporting Actions', which is further substantiated by the request by several interviewees to get clarification on what the plan's priorities were. This suggests that the current structure of the plan does not make it as accessible and thus workable as intended.

3.7.3 Workshops

Participants identified significant issues with the structure and presentation of the NHPP. These are summarised below:

- The language used is obscure, ambiguous and not clear, therefore readers are unable to fully engage with the NHPP. It is important to 'keep it simple'.
- It was reported that the framework is Whitehall language used by English Heritage to speak to Government, and this is not useful in engaging a diverse sector.
- Many have commented that it is important to retain the breadth and depth of detail to support a strategic approach.
- The document is not user friendly – the report and content can be difficult to find, and then once found difficult to navigate.
- The NHPP has been read by a diverse audience, many of whom interpret the language used in different ways, therefore the use of Plain English, with a glossary of terms is required.
- NHPP needs to be targeted at an identified audience and all content should then be prepared to engage and inspire target audiences.
- Should the NHPP be presented as a series of documents with one short, accessible and inspiring vision document at its core?
- Perception that NHPP is trying to be everything to everyone.
- English Heritage logos and branding suggest this is an English Heritage plan
- Don't use the word plan in the title – not a Plan and causes confusion when considered alongside Action Plans.
- Simple bold statements are required.
- Tone is negative – should be balanced with positive messages.
- Cycle or mind map would be a better graphic to communicate process.
- The NHPP should include case studies to demonstrate how others have used the plan in a positive way. This would re-enforce its relevance whilst encouraging involvement.

3.8 Getting involved

3.8.1 Online Survey

352 respondents rated the statement, 'It is clear how to become involved in the plan.' The majority of these (n=195, 55.4%) disagreed with the statement, followed by 91 respondents (25.9%) who agreed.

Chart 24: Agreement with statement, 'It is clear how to become involved in the plan.'

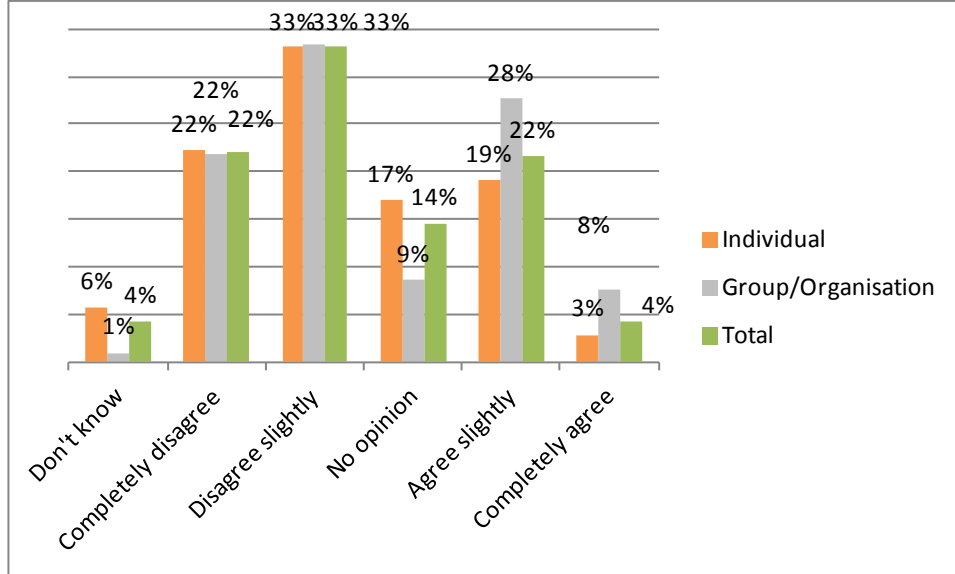


Chart above: Total response 352, individual responses 247, group responses 105

351 respondents rated the statement, 'It was easy to input into developing the priorities of the plan.' The relative majority of these (n=160, 46%) disagreed, followed by 129 respondents (37%) who either had no opinion or did not know.

Chart 25: Agreement with statement, 'It was easy to input into developing the priorities of the plan.'

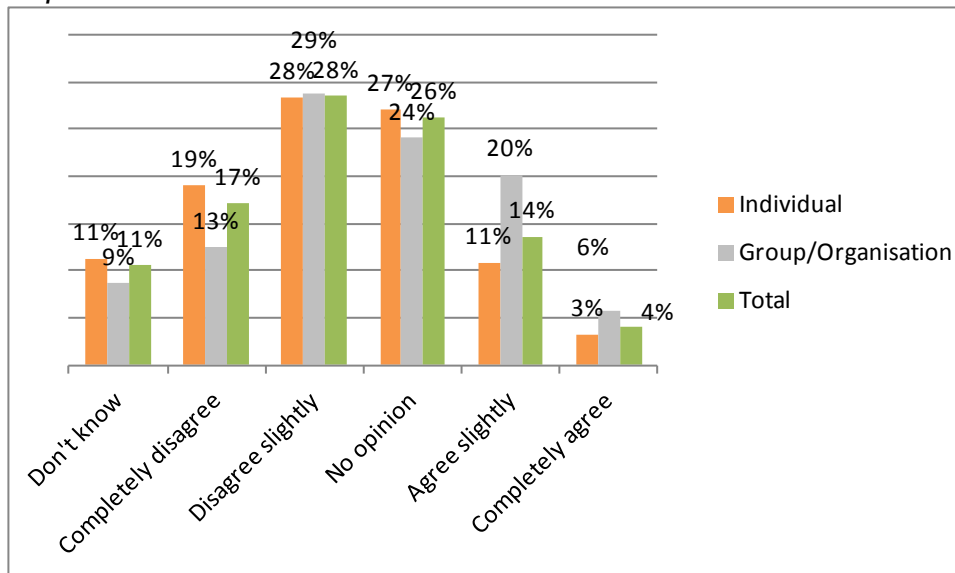


Chart above: Total response 351, individual responses 247, group responses 104

351 respondents rated the statement, 'I believe /my organisation can influence the NHPP.' 136 (39%) respondents agreed with this statement. Perhaps unsurprisingly responses were

different between organisational and individual respondents. As shown below organisations are more likely to hold this view.

Chart 26: Agreement with statement, 'I believe /my organisation can influence the NHPP.'

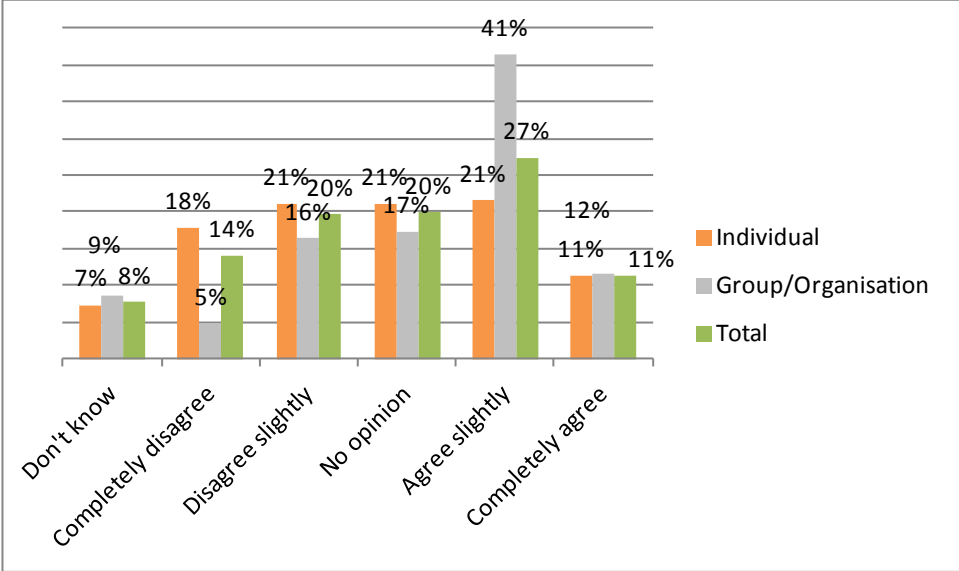


Chart above: Total response 351, individual responses 247, group responses 104

349 respondents rated the statement, 'I would be comfortable recommending that my organisation developed an action plan against the priorities in the NHPP.' The relative majority of respondents (n=161, 46%) either had no opinion or did not know, followed by 107 respondents (31%) who agreed.

Chart 27: Agreement with statement, 'I would be comfortable recommending that my organisation developed an action plan against the priorities in the NHPP.'

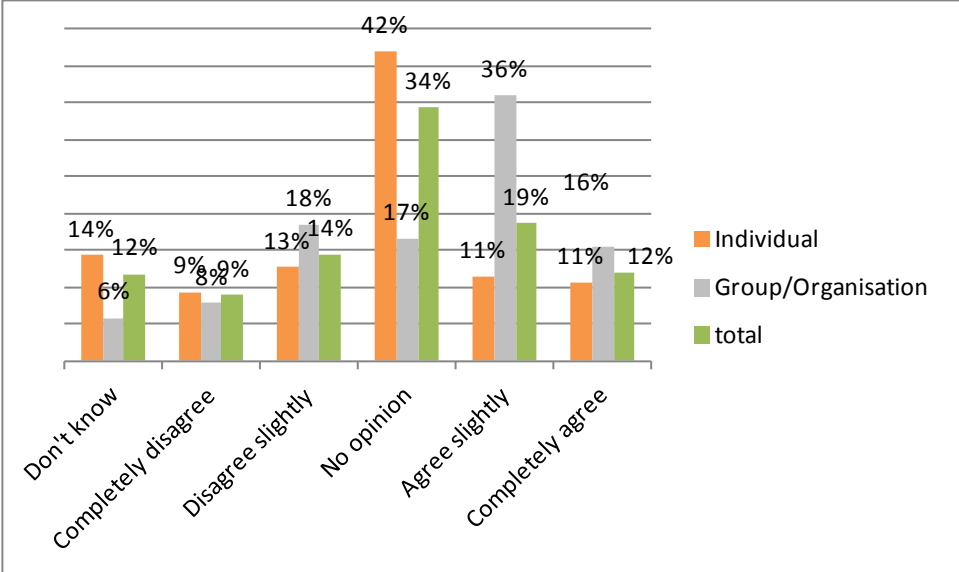


Chart above: Total response 349, individual responses 246, group responses 103

3.8.2 Interviews

One interviewee specifically mentioned that it was not clear how to become involved in the plan. Others who had accessed funding through the NHPP felt the detailed activity topics provided plenty of scope for people to align their projects to access funding. However, they also highlighted that this engagement with the NHPP was only because of the funding attached. Other interviewees felt very strongly that the plan was not relevant to their work and that therefore they felt no need to engage. For this reason, they also made no comment on how easy it might be to become involved in the plan, or what measures might be put in place to make engagement routes clearer.

Three respondents noted that as heritage was not their primary concern, they tended to engage with English Heritage and NHPP as appropriate to inform strategies, policies and activities. However, NHPP did not overtly guide or influence their activities. This was not seen as a negative, rather was reported to demonstrate that there are a number of ways in which organisations and individuals can get involved with the Plan at a number of levels.

None of the interviewees had developed an action plan aligned to the NHPP.

3.8.3 Workshops

The workshops did not specifically explore participants' views on how to become involved in the plan. No information could be gleaned from the remainder of the conversations about their views on this aspect.

3.9 Impact

3.9.1 Online Survey

353 respondents rated the statement, 'Compared with the situation before 2011, the NHPP has not made a positive difference to the state of the historic environment.' A significant minority (n=128, 36%) either had no opinion or did not know, followed by 119 respondents (34%) who agreed.

Chart 29: Agreement with statement, 'Compared with the situation before 2011, the NHPP has not made a positive difference to the state of the historic environment.'

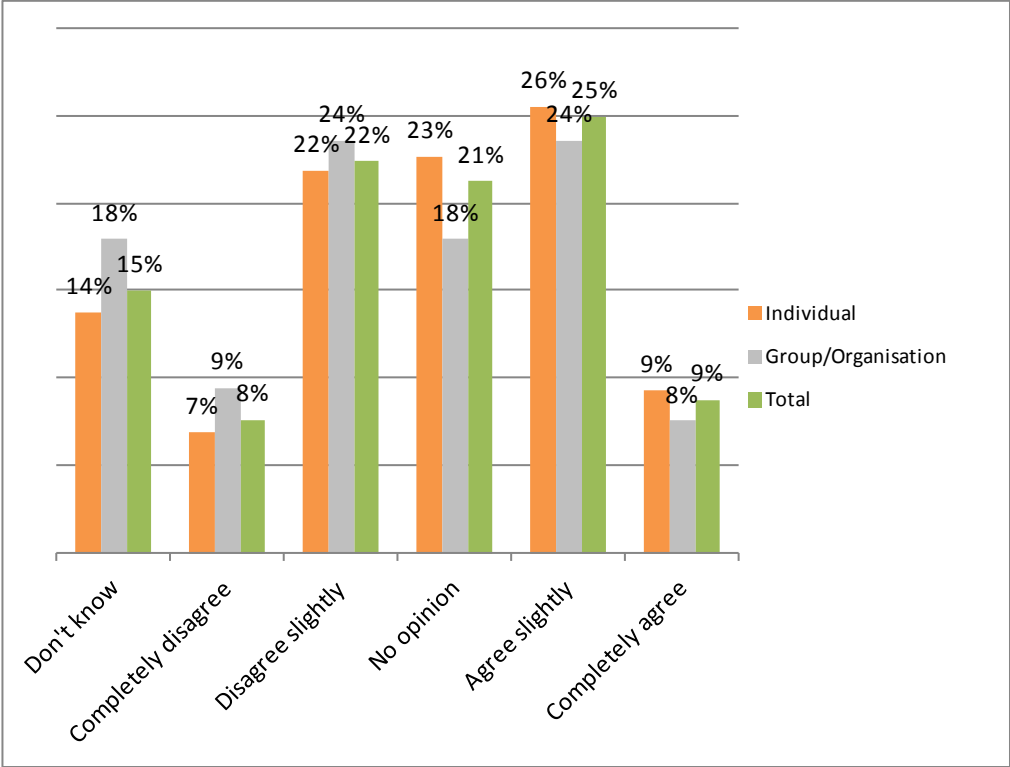


Chart above: Total response 353, individual responses 247, group responses 106

352 respondents rated the statement, 'The NHPP has been a positive mechanism for bringing the sector together.' Of these, a significant minority (n=142, 40%) agreed, followed by 107 respondents (30%) who either had no opinion or did not know.

Chart 28: Agreement with statement, 'The NHPP has been a positive mechanism for bringing the sector together.'

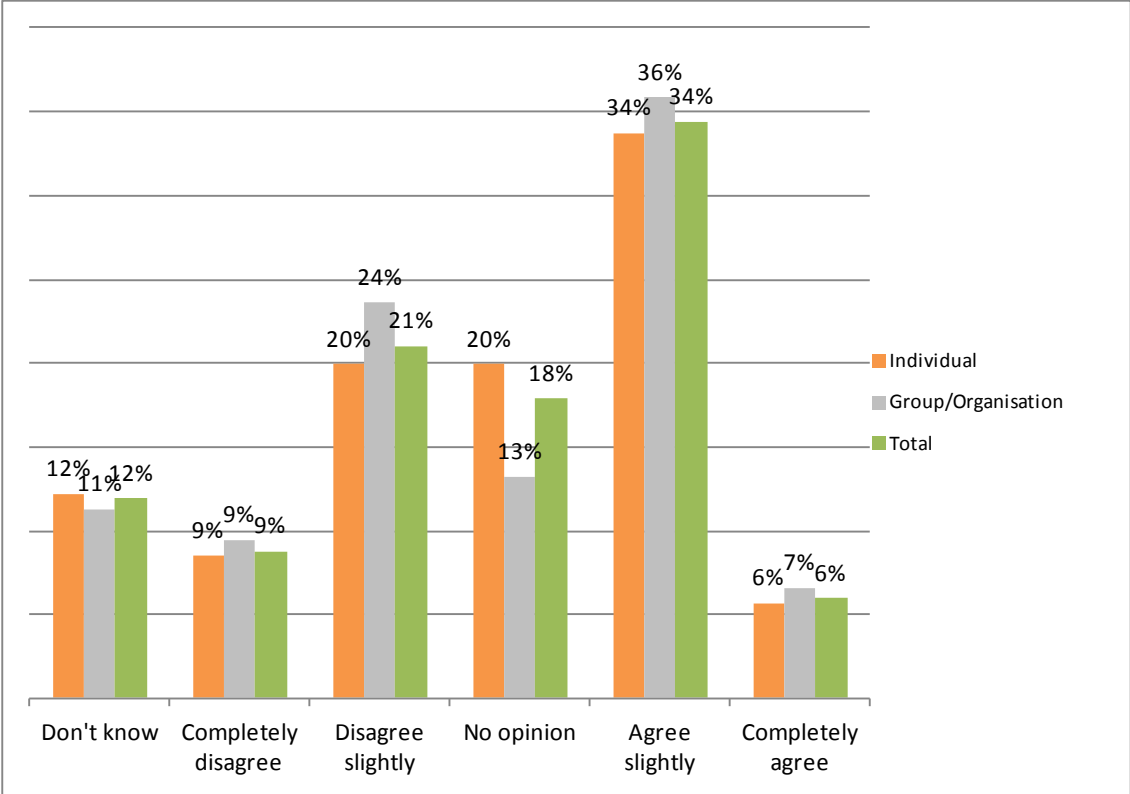


Chart above: Total response 352, individual responses 246, group responses 106

350 respondents rated the statement, 'I have used the NHPP framework to help set my own or my organisation's priorities and projects.' The most common response was disagree (n=141, 40%) followed by don't know or no opinion (n=129, 37%)

Chart 29: Agreement with statement, 'I have used the NHPP framework to help set my own or my organisation's priorities and projects.'

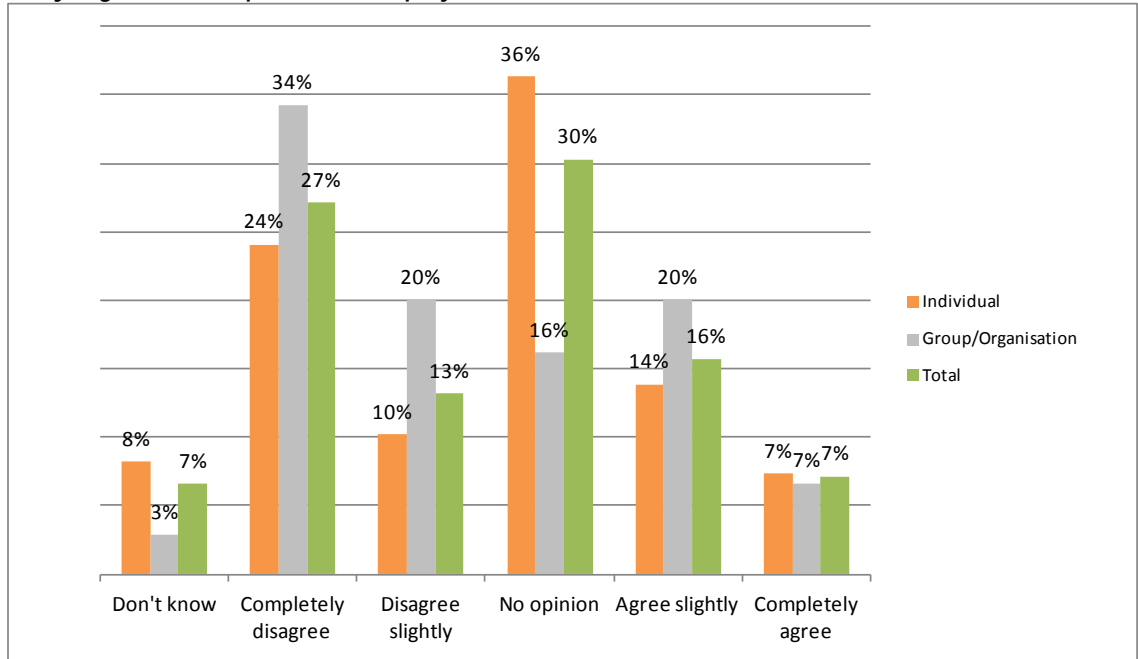


Chart above: Total response 350, individual responses 245, group responses 105

350 respondents rated the statement, 'The NHPP has had no influence on my own or my organisation's priorities and projects.' A significant minority (n=140, 42%) disagreed with the statement, followed by 109 respondents (27%) who either had no opinion or did not know.

Chart 30: Agreement with statement, 'The NHPP has had no influence on my own or my organisation's priorities and projects.'

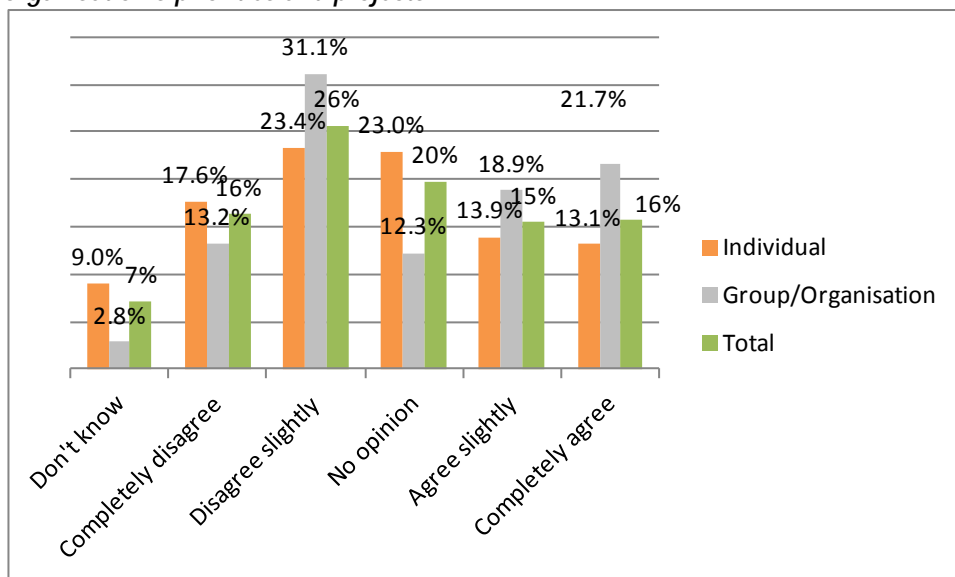


Chart above: Total response 350, individual responses 244, group responses 106

351 respondents rated the statement, 'There have been improvements in making the NHPP more accessible to those with an interest in the historic environment.' Of these, a significant minority either had no opinion or did not know (n=158, 44%), followed by 108 respondents (31%) who agreed.

Chart 31: Agreement with statement, 'There have been improvements in making the NHPP more accessible to those with an interest in the historic environment.'

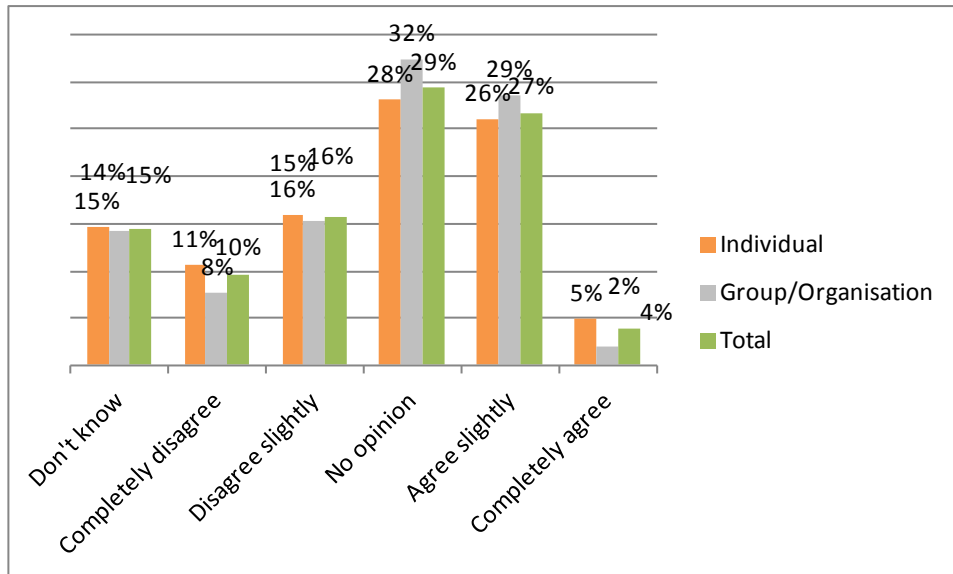


Chart above: Total response 351, individual responses 246, group responses 105

3.9.2 Interviews

14 interviewees commented on the plan's impact on the historic environment. Five interviewees felt that the plan did have a positive impact. Three interviewees felt the plan had no impact, while another three interviewees felt the impact was limited to Local Authorities. Three interviewees weren't sure whether the plan had any impact.

Six of the twelve interviewees who commented on the plan's impact on the sector were not sure that it had any such impact. Three interviewees felt the plan had no impact, while two felt it did have a positive impact on the sector. One interviewee felt the plan had a partial impact.

It is important to note that those who had engaged with the plan had done so primarily to access funding. These interviewees highlighted that the only impact of the NHPP on their organisation had been because of the funding available, suggesting that without this it may not have had any impact on them. Three interviewees had also used the plan as an advocacy tool to argue for the importance of certain activities and heritage protection overall, although they highlighted that this still required their intervention in terms of explaining the plan to decision-makers.

One interviewee (charity, advocacy) expressed very strongly the view that they did not want a national plan to dictate their organisation's priorities. This interviewee also felt that the heritage sector was made up of many small organisations that would be of a similar view. The view that the heritage sector was very complex was expressed by several interviewees, who queried the ability of any one plan to impact the sector as a whole.

Overall, the interviews suggest that the plan has had only limited impact, which is focused on local authorities and those accessing funding through the NHPP.

3.9.3 Workshops

The workshops did not specifically explore participants' views on the impact of the NHPP. No information could be gleaned from the remainder of the conversations about their views on this aspect.

3.10 Activities and Supporting Actions

Respondents were asked to rate the importance of all 63 activities and 8 supporting actions. Due to the time required to complete this exercise we anticipated a low level of engagement with this series of questions. However, between 143 and 154 people completed this section of the survey. The following table presents the top 5 activities by respondent type as identified by the proportion of participants noting that the activity was of 'extremely important':

Extremely Important Activities and Supporting Actions			
Individuals	%	Organisations	%
2E2 Capacity loss in local authorities	65%	2E2 Capacity loss in local authorities	79%
8A2 Building specialist capacity / skills to manage heritage assets	59%	6A4 Decision-making in the planning process	72%
2A1 Development Pressure	56%	B1 Training and Development	71%
5A4 Supporting local communities in protecting significant heritage assets	54%	8A2 Building specialist capacity / skills to manage heritage assets	71%
2E1 Heritage Management, conservation and craft skills shortages	52%	5B2 Underpinning local planning processes	68%

The following table presents the top 5 Activities / Supporting Actions if we combine the proportion of respondents that identified Activities / Supporting Actions as extremely or 'very important'

Aggregate of Extremely and Very Important Activities and Supporting Actions			
Individuals	%	Organisations	%
2E2 Capacity loss in local authorities	89%	8A1 Reducing risk to heritage assets through expert advice	96%
8A1 Reducing risk to heritage assets through expert advice	88%	2E2 Capacity loss in local authorities	94%
8A2 Building specialist capacity / skills to manage and conserve heritage assets	86%	B1 Training and Development	92%
B1 Training and Development	84%	8A2 Building specialist capacity / skills to manage and conserve heritage assets	92%
2A1 Development Pressure	82%	Direct capacity building	90%

In both instances, there is a clear message that Activities / Supporting Actions which generate greatest support are concerned with resources, capacity building, training and wider support. This supports the fact that 66% of respondents to the survey noted that greater emphasis on supporting actions was required.

Please refer to the supplementary report on the NHPP activities and supporting actions.

3.11 The name of the plan

3.11.1 Online survey

457 respondents answered the question about the continued appropriateness of the name 'National Heritage Protection Plan'. Of these, a relative majority (n=205, 45%) felt the name was still appropriate, followed by 131 respondents (28.75%) who didn't know. 121 respondents (26.5%) felt the name was no longer appropriate.

Chart 32: Name of Plan

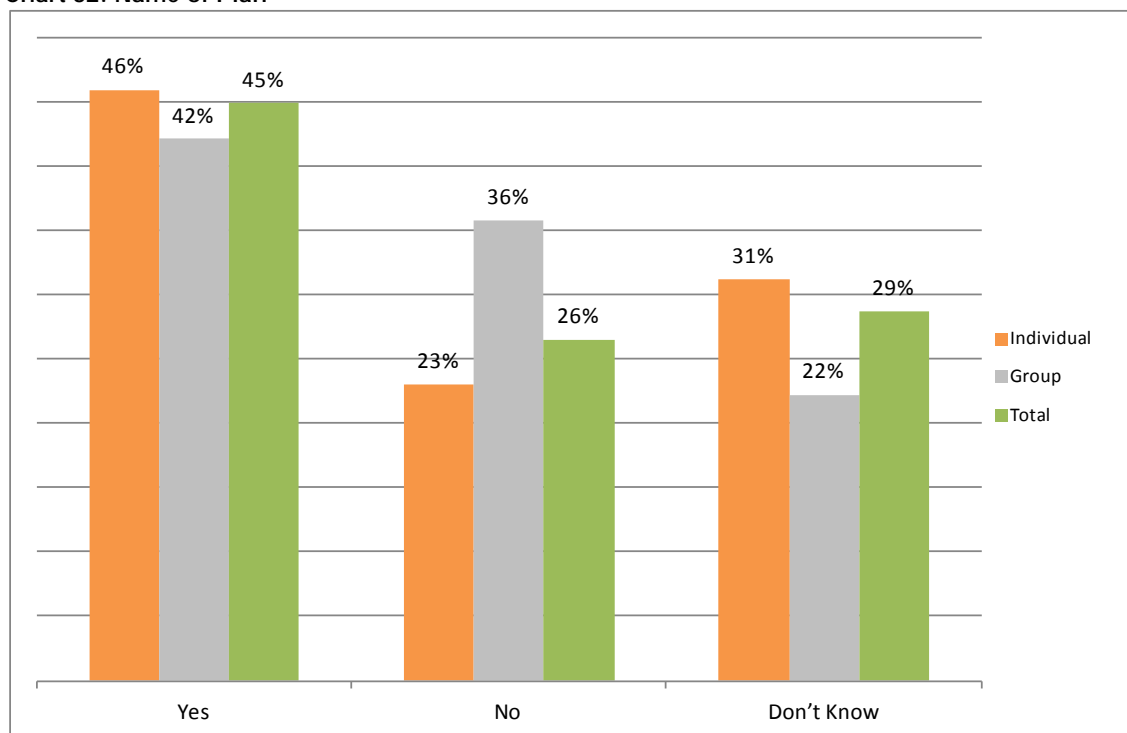


Chart above: Total response 457, individual responses 331, group responses 126

3.11.2 Interviews

23 of the 28 respondents commented on the name for the plan. The relative majority of these (n=11) felt the use of the term 'protection' was unhelpful. Interviewees in this group felt that 'protection' sounded defensive, passive, and implied an application of conservation as a barrier to any development or creative use of heritage in contemporary society. A more positive term that expresses the potential and positive contribution of heritage to society was preferred.

Nine interviewees felt that the name was appropriate. However, two of these suggested that the acronym not be used as it may be confused with other acronyms. Two interviewees separately said the name should change as it gets confused with the National Planning Policy Framework (NPPF).

Overall, interviews suggest that there is no widespread support for the name 'National Heritage Protection Plan', and that it is not able to capture people's understanding of heritage and motivate them to engage.

3.11.3 Workshops

Although not an agenda topic for the workshop sessions, the issue of the name of the NHPP was raised by many in conversation and in response to agenda points on scope, language and presentation, and making the new Plan work.

The use of the terms 'National', 'Protection' and 'Plan' were problematic for many. The geographic scope of the plan is not effectively described within the term 'National'. For some this meant England and for others the United Kingdom. In addition, the term 'National' caused issues when considered in the context of the localism agenda – many stakeholders within the sector operate at a local geographic level and for engagement in the NHPP to occur, there must be space for local priorities to connect with a national framework.

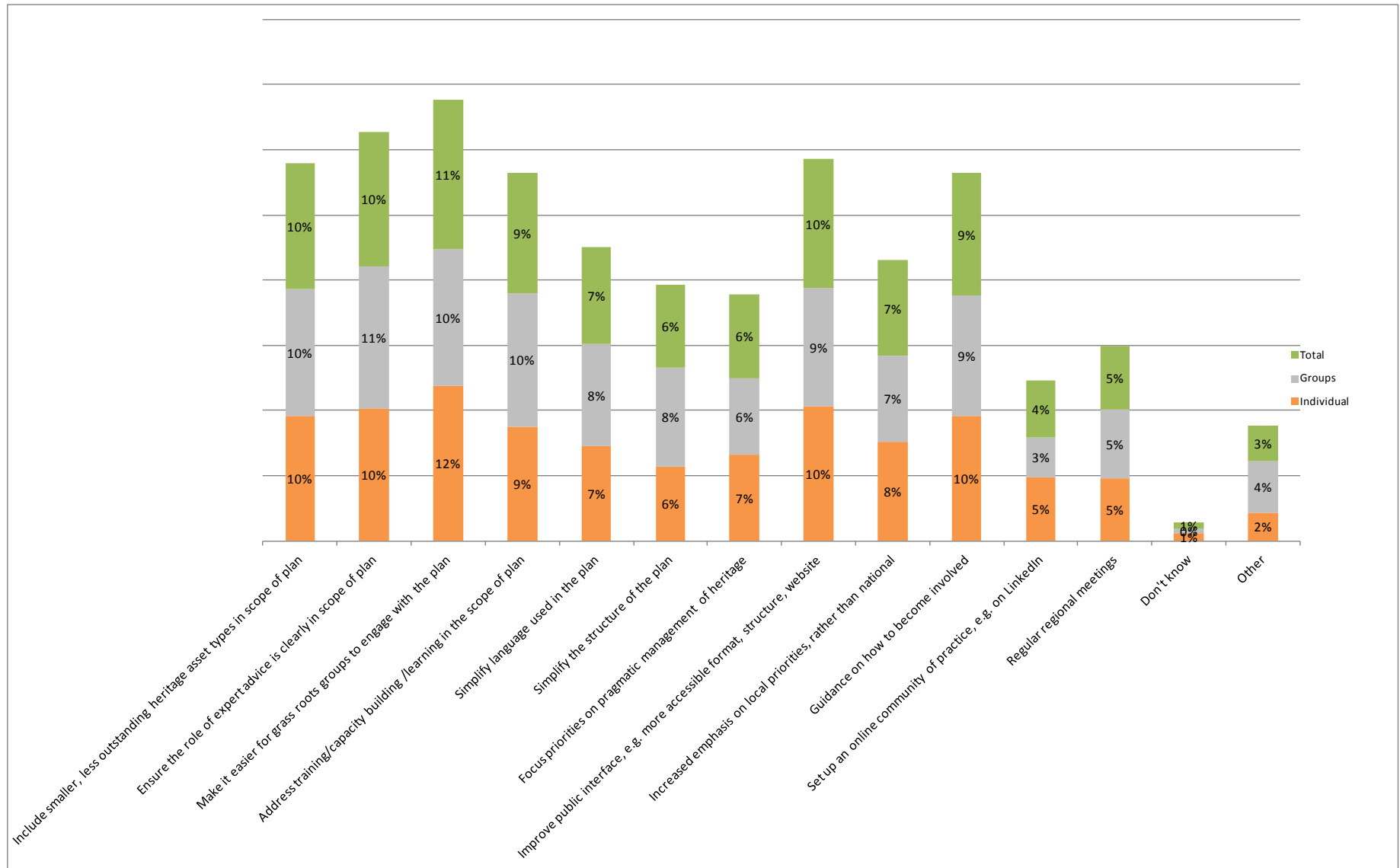
'Protection' was considered by many to be too limited in scope, negative and not reflective of the need for appropriate 'managed change'. Finally, the document is not a 'plan'; it is a framework which is supported by a series of Action Plans. Therefore the use of the term 'framework' or similar would be more useful than plan.

3.12 Possible improvements overall

Question 19 of the online survey asked respondents to identify improvements overall that could be made to the existing NHPP. Respondents could give more than one answer.

Among organisational respondents, the most often cited improvement was to make sure the role of expert advice is clearly in scope of the plan (n=83), followed by making it easier for grassroots groups to engage with the plan (n=80). The third most common answer was to address training/capacity building /learning in the scope of the plan (n=78).

Individual respondents also most often cited making it easier for grassroots groups to engage with the plan as an improvement (n=218). This was followed by improving the public interface, for example through a more accessible format/structure/website (n=189). The third most often cited improvement was to make sure the role of expert advice is clearly in scope of the plan (n=186).

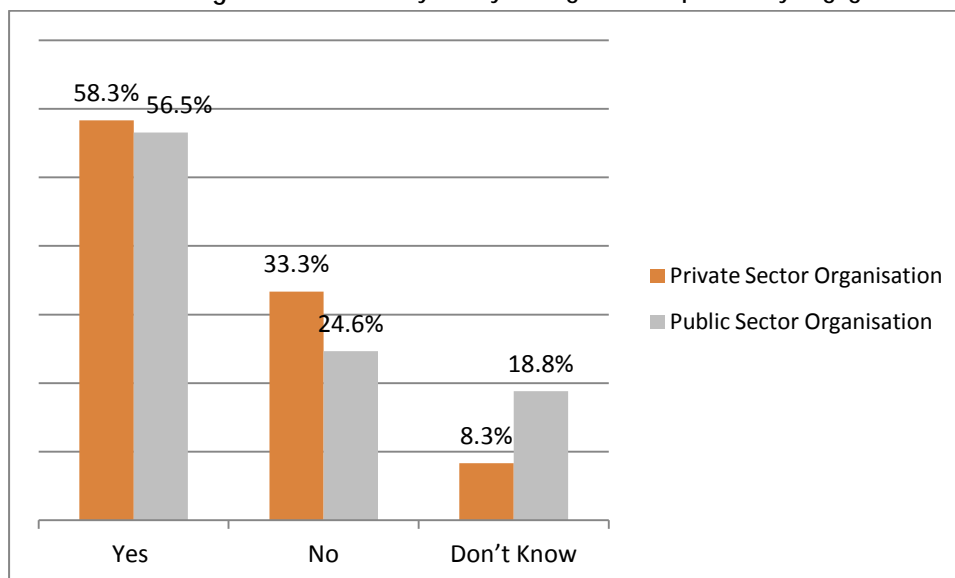


38 respondents also made additional comments. Most of these were mentioned only once, with the exception of a call for simpler language and more local engagement. Many respondents also used this to highlight that as they were not sufficiently aware of the plan they did not feel they could make suggestions for improvements.

3.13 Private Sector vs Public Sector Opinion

English Heritage requested a comparative analysis of responses provided by public and private sector organisations to a selection of questions. The total number of public sector organisations is 115, whilst private sector organisations is 25. The number of respondents completing any questions is noted in the analysis. The following chart shows that 58% of private sector and 57% of public sector respondents have engage with the NHPP before. There is a high rate of non-response to this question possibly highlighting a lack of awareness.

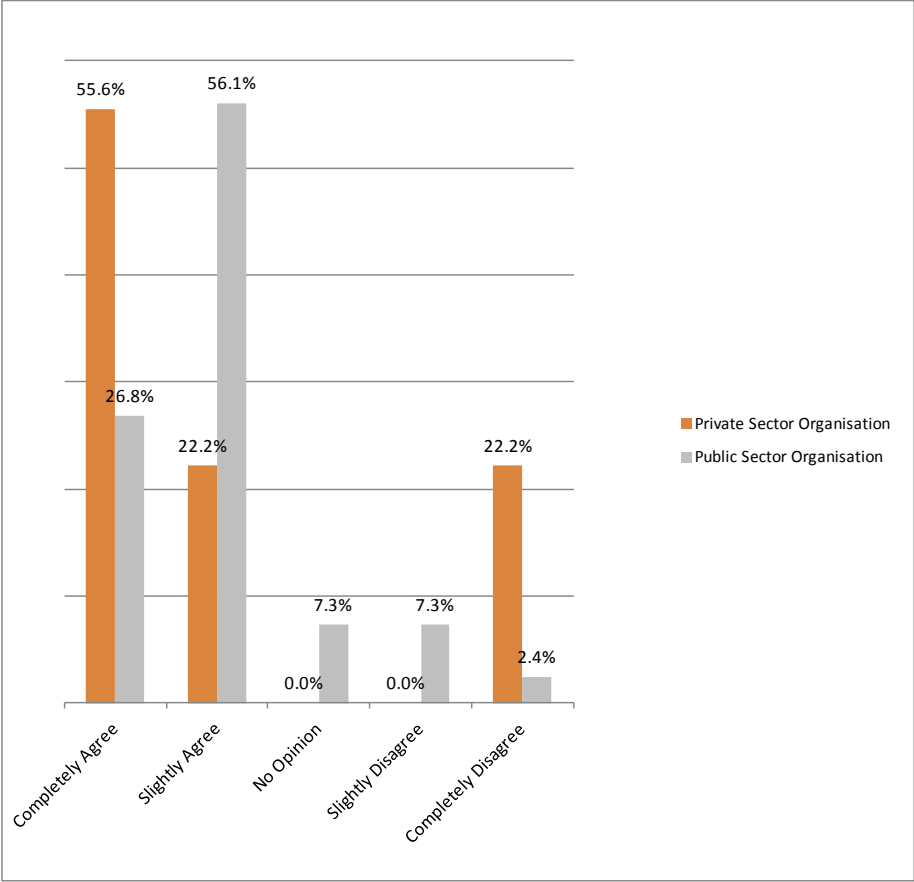
Public / Private Organisations: Have you or your organisation previously engage in / with the NHPP



Valid responses-12 private sector, 69 public sector

41 of 50 total responses noted that they agree with the statement the plan provides a clear strategy to address heritage protection needs. The sample size for the private sector organisation responses is very small and therefore of limited value. 80% of all public sector organisation respondents noted that they agree with the statement, with more emphasis placed on slightly agree.

Chart 34: Aims and Objectives- 'the plan provides a clear strategy to address heritage protection needs'



Valid responses – private sector - 9 , public sector - 41

Public / Private Organisations: Which of the following do you think could improve on the existing NHPP framework?

Focusing the priorities of the Plan on the pragmatic management of the heritage was the most commonly reported answer by both the private sector and public sector. Ensuring the role of expert advice is clearly in scope of the new plan was the second most reported comment by both private and public sector organisations. Generally, the profile of responses is similar for both organisation types.

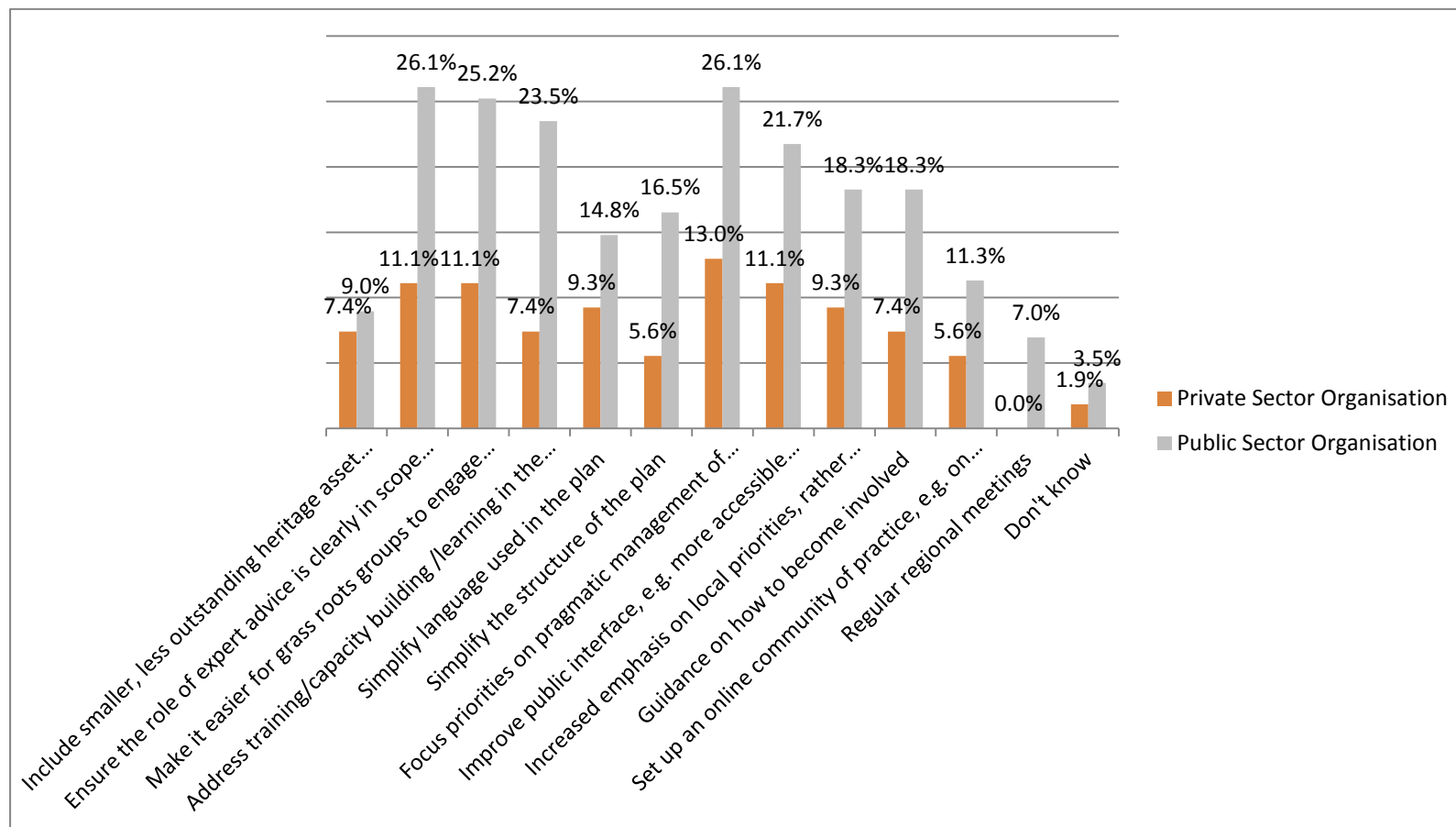
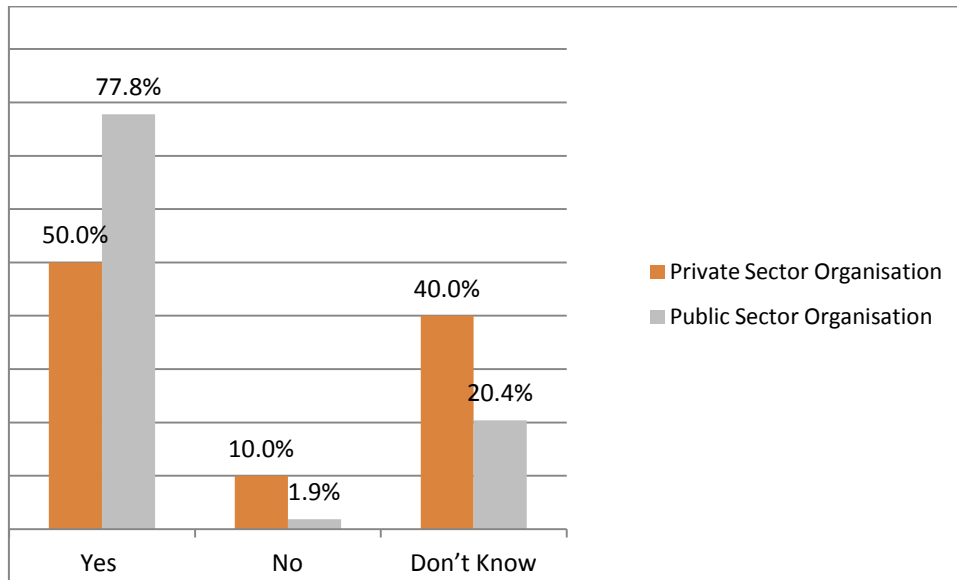


Chart 36: Public / Private Organisations: Do you intend to engage with the new plan?

The response rate to this question was low for private sector organisations. 5 private sector and 42 public sector organisations noted that they would engage with the new plan.



Valid responses – private sector - 10, public sector - 54

3.14 Conclusion

The research indicates that there is support for a framework to bring the sector together to address shared priorities in a structured and methodical way. However, there is some concern that the NHPP as currently presented requires some revision to encourage the sector to buy-in to the concept of a sector owned and delivered framework. Just over 50% of respondents to the survey noted that they felt that the NHPP provides a clear strategy to address the needs of the sector. However, many within the sector acknowledged the deficiencies of the NHPP at workshops and in interviews. There is a need to clarify the vision for the NHPP, its aims and objectives, and how people / organisations can engage.

There is a need for the NHPP to be more accessible and engaging if it is to embrace a wider audience – as many in the sector wish it to do. This would include wider engagement across the sector, into other sectors with an interest in the historic environment and critically with the general public and communities. Engagement with communities / the public could be delivered in a number of ways including supporting community led projects, formal and informal education programmes and activity programmes amongst others.

There is a need for the NHPP to be better integrated and connected to other national plans and frameworks whilst also being flexible enough to allow priorities and issues identified by stakeholders to be aligned to the national framework. This has been summarised by consultees as a need for the Plan to be an appropriate balance between top-down and bottom up.

There is no clear consensus as to whether the Plan as defined is too broad or too narrow in focus, nor whether the emphasis on tangible historic environment assets is too strong. The view on breadth and depth varies depending on the perspective of the respondent. The response to this should be to clearly define the scope of the NHPP as to that which is included and excluded and for those elements that are excluded, identify those with a responsibility for that area of heritage.

The prioritisation process and identification of priorities needs to be clearer within the new Plan. Clear, bold statements on the priorities for the NHPP are required to provide leadership to the sector. Where possible, SMART objectives should sit alongside / under the prioritised aims to provide context for assessing progress.

There is no clear consensus on the need to change the name and brand around the NHPP although many were concerned with the following:

- Use of the word 'protection' was not helpful as was seen as too restrictive and negative
- Clarity on the geographic scope of the Plan is required, for some 'National' would mean the United Kingdom.
- 'Plan' – the document in its current form is not really a Plan as it does not have defined actions for defined stakeholders. The document is more like a framework which should encourage engagement around central agreed actions and themes

4.0 LOOKING FORWARD

4.1 The Opportunities for Heritage

Consultation undertaken during the delivery of the first plan noted that there were considerable opportunities to better and more comprehensively engage a wider range of communities of interest and communities of geography in the plan. This section considers the opportunities within the heritage sector which the NHPP could seek to address or should be aware of in planning for the next period.

4.1.1 Online Survey

601 respondents identified what they considered to be the top three opportunities for heritage. For organisational respondents, the opportunities most often mentioned were:

- Public engagement and education. This included providing opportunities for communities to manage heritage, as well as harnessing public support. Education was primarily seen in the context of ensuring the public understood the importance of protecting the historic environment.
- Demonstrate the contribution of the historic environment to society at large, e.g. economic development. In particular this was a call for research papers and advocacy based on positive arguments around what the historic environment adds to society, rather than a narrow focus on threat and protection.
- Digital technologies, especially for disseminating information

For individual respondents, the opportunities mentioned most often were:

- Public interest in heritage. This meant in particular taking advantage of a public good will toward heritage.
- Demonstrate the contribution of the historic environment to society at large, e.g. economic development. This was mentioned in the same context as for organisational respondents.
- Public engagement and education. As above mentioned by organisational respondents.
- Adaptive re-use of buildings. This was a specific response to the view that planning and protection approaches do not provide for a sustainable future of historic buildings. Respondents seeing an opportunity in adaptive re-use described, for example, thermal upgrading and internal changes to allow use for a modern context.
- Tourism. Respondents who mentioned tourism particularly referred to the interest in England's historic environment from tourists, as well as the untapped potential of the historic environment to attract more tourists.

4.1.2 Interviews

Several interviewees identified the following opportunities for heritage:

- Heritage tourism
- Local engagement
- Connections between the NHPP and other frameworks such as the NPPF
- Sustainable reuse
- Bring all aspects of heritage together, e.g. natural, built
- Skills development
- Education

4.1.3 Workshops

The most commonly reported opportunities were:

- Engaging and empowering communities so that the heritage benefits from its expertise, enthusiasm and local knowledge. Seen as important in times of localism agenda, diminishing funding, and engaging the public in the importance and impact of heritage
- Increase the scope and extent of partnership working generally to include communities, universities, schools, private sector and so on
- Education and skills development at all levels was identified as a key opportunity to pursue which would make the delivery of NHPP more effective
- At a time of diminishing resources but with an ageing population, there is a real opportunity to encourage more active volunteering within heritage protection
- NHPP should be a mechanism for influencing legislation in areas such as planning and property related taxation – comment was made that the NHPP needs to be made a political priority to ‘give it some teeth’
- Recruitment or extended use of Heritage Champions within local areas to support NHPP and its aims and objectives
- Better connection between the national plan / framework and the localism agenda which may include existing requirements such as Neighbourhood Plans etc
- NHPP should be flexible so that it can be of relevance to other related sectors such as tourism to achieve a wider benefit and reach
- NHPP Advisory Board should encourage wider engagement within members’ sectors and organisations
- NHPP to deliver advocacy role?
- NHPP to offer advice and guidance to encourage action and support those undertaking projects or initiatives
- The tone of NHPP and its approach should focus on promoting appropriate change, dispelling myths – is the use of the work ‘protection’ appropriate in this context?
- Use of emerging and new technologies to support the activity of the NHPP

4.2 The Threats to Heritage

4.2.1 Online Survey

601 respondents identified what they considered to be the top three threats for heritage. The key issues raised by organisational respondents were:

- Climate Change
- Specialist staff loss in Local Authorities. Respondents mentioned especially the lack of resources to advice on conservation and assess the impact of planning applications.
- Development pressures. In particular, respondents mentioned uncontrolled development to meet housing needs.
- Lack of interest by the public.
- Planning Laws insufficient; for example, respondents mentioned that development was prioritised over heritage protection.
- Lack of resources/funding, especially for Local Authority planning departments, but also archaeology services.
- Lack of specialist skills. This does not include the loss of staffing resources in Local Authorities, but rather refers to traditional building skills etc.

For individual respondents the key threats to the historic environment were similar to those identified by organisational respondents:

- Development pressure, e.g. for housing
- Skills loss/Loss of specialist staff in Local Authorities, especially in planning departments (conservation officers)
- Lack of funding, both for maintenance and for Local Authorities
- Planning laws insufficient
- Climate change
- Opposition to adaptive re-use of building. In particular, respondents raised concerns over a tendency to want to 'protect as is' at all cost.
- Lack of interest by the public. Some respondents named the economic downturn as a reason for why the public may have lost interest in heritage.

4.2.2 Interviews

Several interviewees identified the following threats for heritage:

- Limited/diminishing resources (financial, expertise)
- Criminal damage
- Lack of focus on wider impacts of heritage
- Issues around planning
- Development pressures

4.2.3 Workshops

- Diminishing resources was the most commonly reported threat
- Skills shortages caused by diminishing budgets and emerging challenges
- Climate change and its impact
- There is a real concern that the real or perceived relaxation of planning laws, or planning reform will put some heritage at risk as the drive for economic regeneration may be pursued to the detriment of conservation or enhancement of heritage. This may be influenced by population growth or housing demand amongst others.
- May not engage communities and local action if perceived to be a National Plan / Framework
- Large scale infrastructure projects such as HS2 is a concern due to the potential impact on heritage
- Perceived conflict between the growth agenda and the historic environment agenda, which may lead to increasing pressure for adverse change to the historic environment
- Changing government or priorities at national, regional or local level
- Perception that conservation / the historic environment can be a hindrance when it comes to development and the pressure exerted from developers and others
- Issues associated with agricultural policy and practice, such as pressure on agricultural buildings and land management
- Heritage crime

4.3 The Priorities for Heritage

Consultation undertaken during the plan period identified the following priorities:

- The need for the community to be better represented within the NHPP
- The need to develop the capacity of the sector to address emerging issues but also to engage with the NHPP

4.3.1 Online Survey

Threats identified at workshops include:

601 responses were provided to the question seeking the identification of priorities for the coming period. The following summarises the priorities identified by respondents contributing on behalf of organisations or groups:

- Protection, conservation and preservation of the heritage.
- Increase resources, both financial and personnel to address the needs of the sector
- Extend the reach of the NHPP / the heritage sector beyond the sector and specifically to engage the community
- Focus on heritage at risk

- Address the skills needs of the sector at all levels from the community to professionals
- Influence the planning regime
- Influence the tax regime
- Work collaboratively
- Present and argue the importance of heritage to social and economic development

Respondents wrote things like:

“Developing capacity to deliver these opportunities - including internships, follow-on schemes for interns and advocating for public bodies to deliver work in heritage (including HERs) to stem the losses ”

“Balancing the need for redevelopment with preservation”

The range of priorities identified by individuals largely mirrors those noted above, with the exception that there appears to be more emphasis on community engagement

106 respondents also responded to Question 20, which asked them to identify any activities in the existing plan that are not significant enough to warrant inclusion in the next plan framework. The majority of these respondents indicated that they did not have sufficient knowledge of the activities to comment. Some respondents wrote that the activity statements were too vague to understand what they were meant to achieve. Only six respondents mentioned specific activities. Only 2C2 was mentioned by more than one person (n=2).

47 respondents also answered Question 21, which asked respondents to identify specific priorities missing from the current plan. There was no strong consensus, as most respondents identified separate priorities. Local engagement was the only priority that received some repeat mention by respondents, although this does not amount to a significant number. A large number of respondents indicated that they did not know or had no opinion.

4.3.2 Interviews

Several interviewees identified the following priorities for heritage:

- Funding and support, incl. guidance documents
- Improve designation (criteria, records)
- Promote wider impacts of heritage
- Address issues in planning legislation (funding, advice)
- Skills development
- Education

4.3.3 Workshops

Priorities identified at workshops include:

- Development of skills and capacity of the sector
- Provision of advocacy for the historic environment – “powerful, coherent, consistent voice for the heritage agenda at the national level’
- Engagement of local communities
- Provision of information to raise awareness
- Engage Local Enterprise Partnerships
- Collaboration which may include new ways of working
- Over arching vision to improve access to funding

4.4 A New Framework

4.4.1 Online Survey

Question 18 in the online survey asked respondents to identify the most important thing that the sector acting together can achieve to improve the management, understanding and appreciation of England’s historic environment, and how the NHPP could evolve to support such a development.

152 respondents provided an answer. There is no strong consensus. Concerns emerging through some repeat mentions centre on the following:

- Relationship between a national plan and local priorities
- Language/jargon of the plan
- Role of English Heritage: lead or partner among many?

Respondents also reiterated that better partnership working across the sector is necessary, as is raising public awareness of heritage. These respondents did not comment on how a new NHPP could evolve to meet these challenges, however.

4.4.2 Interviews

Interviewees were asked whether they felt a framework like the NHPP was the most appropriate way to co-ordinate the sector. 26 responded to this question. Of these, three felt that no framework was required. This was based on the view that any co-ordination of the sector was impossible as well as undesirable due to its diversity and complexity. The large number of small and independent organisations and individual actors in the sector was seen as a strength, and this strength would be compromised by the confines of a national plan setting priorities. The complexity of the sector also raised doubts about successful co-ordination for some interviewees who felt that a framework was necessary.

The remaining interviewees who felt that a framework was needed did not specify what that framework should look like, or whether the NHPP in its current form addresses the requirements of a framework. Some suggested that existing organisations such as the Heritage Alliance already provided structures through which co-ordination and support could be achieved.

Five interviewees specified that a framework was needed to specifically co-ordinate the sector. Two interviewees each felt a framework was needed to provide strategic direction or structure for the sector. One interviewee felt a framework providing funding was required.

Four interviewees, while supporting a framework, were not convinced that any meaningful framework could be produced.

4.4.3 Workshops

Making the New Plan Work

Participants were asked to identify priorities, scope and recommendations to ensure that a new Plan works. The following was suggested:

- Provide an over arching document that all can link to, ensuring that local context can connect effectively to a national framework. This could be presented as an over arching vision -> framework -> organisational plans.
- Clearer aims and objectives are required.
- Venn diagrams or matrix to show cross cutting themes would be useful
- Need a stronger partnership approach.
- Consider providing a short, easily accessible public document, with detail in a separate technical report.
- Ensure non-heritage sector can understand and engage with it.
- Create a strong and clear link to policy making and planning, which has strength and powers.
- Identify clear priorities that are easily understood.
- Embed a stronger emphasis on enjoyment, increasing understanding and education.
- Set out importance of heritage at outset.
- A mix of top-down and bottom-up approaches are required with each being adopted as appropriate.
- The new plan should provide a clearer framework and process to connect the national to the local.
- Targets with a process for monitoring, evaluation and reporting should be included in the new plan.
- There should be a stronger emphasis on community, education and outreach.
- Restructure as 'KNOWING' and 'DOING'.
- Plain English is important.

Improve Engagement

- Clearly identify how organisations and people can benefit from engagement and taking action related to NHPP
- Provide information in a more accessible way
- Should Heritage Alliance be the lead?
- Use a positive tone
- Less on growth and more on engagement
- Use a bottom-up approach that includes the sector in the design of the plan
- Recruit a national figure head to lead the NHPP
- Provide a road map on how to use and engage with the NHPP
- Split into a professional document and a public document
- Use technology and social media effectively

4.5 Conclusion

Taking into account all research strands there is support for a framework to bring the sector together to work towards shared aims and goals. In planning the scope and content of the next plan, views should be sought on the shape of the environment within which the Plan would be delivered. This in turn will allow the plan to be developed to respond to emerging opportunities, threats and priorities.

Funding cuts and the loss of skills and expertise within and across the sector are the most pressing threats to the protection and enhancement of the historic environment. There is concern that reductions in resources will lead to the loss of heritage and inappropriate development due to there being insufficient people and resources to make the case for protection or appropriate development. This could be compounded by the perceived relaxation of planning laws and changes to the planning system. There was a clear view expressed throughout the consultation that an NHPP is a useful framework to have, but if the sector does not have the resources to engage with the framework in a meaningful way, limited action will be taken and this will have an adverse impact on the potential of the framework to deliver on its aims. The next NHPP needs to respond to these issues.

Climate change and the 'green agenda' are seen as both opportunities and threats by many. This agenda offers opportunities to make the case that repairing and re-using buildings is 'greener' than demolition and new build, but there is also recognition that measures put in place to make existing buildings more energy efficient may raise other conservation and maintenance issues.

Engaging the widest possible sector with the aims of the NHPP, from community groups to industry bodies in a collaborative approach was seen as one of the main opportunities for the next plan. Collaboration more generally was seen by many as a key opportunity especially at a time when resources are diminishing.

The following summarises the key priorities of the sector as reported through this consultation programme:

- Protection, conservation and preservation of the heritage.
- Increase resources, both financial and personnel to address the needs of the sector
- Extend the reach of the NHPP / the heritage sector beyond the sector and specifically to engage the community
- Focus on heritage at risk
- Address the skills needs of the sector at all levels from the community to professionals
- Influence the planning regime
- Influence the tax regime
- Work collaboratively
- Present and argue the importance of heritage to social and economic development

5.0 CONCLUSIONS

5.1 Introduction

This section uses the findings from the consultation programme to respond to the aims of the consultation process as outlined in Section 2

5.2 The process of deciding on the content of the NHPP

Many within the sector recognise that the NHPP was designed as an English Heritage Pplan which was then revised to be presented as a plan for the sector. Although there has been on-going engagement with the sector throughout the plan period on the scope and content of the plan, with revisions as necessary, there is still a strong perception that the NHPP is an English Heritage plan for English Heritage to deliver. Only 18% of all respondents noted that , 'It was easy to input into developing the priorities of the plan whilst 30% of respondents agreed that they ' would be comfortable recommending that my organisation developed an action plan against the priorities in the NHPP'. This suggests that the sector does have a limited influence in contributing to the content or priorities of the Plan.

From the research conducted, there is a view that the community and the public need to feature more strongly in the Plan and that skills and capacity building across the sector is an important area for future emphasis.

The relationship between the national and local priorities requires further consideration within the next plan. The sector needs to be able to connect to the national priorities and national plan in an appropriate way and as such flexibility in the design and content of the plan is critical.

5.3 The management and implementation of the NHPP

As noted previously, there is a continuing perception that the NHPP is an English Heritage plan for English Heritage. The Advisory Board which oversees the implementation of the NHPP provides opportunities for the NHPP to connect to a wide sector in a number of ways. The research indicates that the perceived structure of the NHPP causes confusion and in some cases lack of engagement. There is a need to clearly express how the NHPP has been developed and the role and responsibilities of key stakeholders within the sector, including English Heritage. A key barrier to engagement is that people and organisations do not know how to get involved and what is expected from them. This could be clarified through the definition of roles and responsibilities.

5.4 The use of stakeholder feedback by English Heritage in the design and implementation of the NHPP

This consultation process has found that the sector was aware of the on-going engagement with the sector throughout the Plan period and there is a view that the NHPP has evolved for the better in response to this feedback. However, it is clear that the change has not been radical enough to address some fundamental concerns with the structure, content and presentation of the document. In particular, the NHPP is considered to be too long, too detailed and not specific enough to encourage engagement.

5.5 The impact of the NHPP on heritage protection, with an assessment of its strengths/weaknesses over the status quo.

One third of respondents to the online survey disagreed that when compared with the situation before 2011, the NHPP has not made a positive difference to the state of the historic environment. In addition, 4 in 10 survey respondents agreed that the NHPP has been a positive mechanism for bringing the sector together. The potential impact of the NHPP has clearly been affected by the repercussions of the financial crash in 2008, with reducing resources available for heritage. The intention of the NHPP to bring the sector together to share resources at a time when these were being stretched was an admirable one, however it seems that staff that remained in the sector seem to have been concerned with addressing issues of immediate importance which may have impacted on their ability to spend time developing ways to engage with the NHPP. This in turn affected the extent to which the NHPP could deliver on its key aim.

The key strength of the NHPP is that it provided a set of priorities and areas of activity which could then be referred to by those undertaking work and delivering projects. The NHPP added value to funding bids and could be referred to in preparing papers and reports. The strategic nature of the Plan was welcomed and provided benefit to those seeking to protect or enhance the heritage.

The main weakness during the Plan period was the lack of resources within the sector for stakeholders to have the time to actively engage with the NHPP. In addition, the fact that the NHPP was perceived to lack 'teeth' has limited the impact that it could have.

5.6 Final Remarks

There is considerable support for the principles and concepts underpinning the NHPP. However, if the NHPP is to maximise its potential and deliver more value for the sector the strategic positioning, development and presentation of the Plan needs further consideration. The process to design future NHPPs should include improved mechanisms to better secure buy-in from the sector, should include high level, yet accessible vision statements which are easily understood

and should provide a platform for anyone to contribute to protecting the historic environment in a coherent and integrated manner.

APPENDIX A

COPY OF THE ONLINE SURVEY

1. Introduction

We invite you to participate in a public consultation on the National Heritage Protection Plan (NHPP), a framework for the work of the heritage sector, and what the priorities should be for the next Plan (2015-2020). It's a key opportunity for you to have your say, not just on the overarching priorities for the historic environment, but on the way that it involves you and other individuals and organisations who care about the heritage.

Through this consultation, we are keen to explore:

- The future scope of the plan
- Whether the identified priorities reflect those of the sector
- How the plan's presentation and language can be improved
- How more people can become involved

Further information about the plan can be found [here](#).

It should take about 20 minutes to complete the survey. You will need to complete the survey in one session, as you will not be able to return to the survey later on. If you would like a record of your responses, please print each page of the survey as you complete them.

Note: We ask that you complete this survey online to ensure inclusion in the final analysis. However, if you'd like to discuss all questions as a group beforehand, you can download the questions [here](#). If you are unable to complete the survey online, please contact us at nhpp@english-heritage.org.uk.

2. SECTION 1: ABOUT YOU

***1. Are you responding as an individual or formally on behalf of an organisation?**

- Individual
- Group/Organisation

If you are responding on behalf of a group or organisation, which one?

***2. What best describes you or your organisation? Please select one.**

- English Heritage member
- Private Individual
- Public sector organisation
- Private sector organisation
- Charity or voluntary organisation
- Community group
- Professional institution or association

***3. What are the main areas of heritage work that you or your organisation get involved in? Please select up to three options from the list below that best describe your work or that of your organisation.**

- Training/ professional accreditation
- Policy development
- Funding
- Advocacy
- Public engagement
- Education
- Repair and reuse of heritage assets
- Advice and support in the planning system
- Owning/managing an estate including heritage assets
- Land management
- Collections/archive / curatorial
- Specialist advice on the historic environment (eg conservation plans, character assessments)
- Academic Research
- Managing heritage for public access (visitor attraction)
- Fieldwork / survey / research
- Commercial/local authority archaeology
- Local/family history
- Other (please specify below)

Other (please specify)

3. SECTION 2: YOUR PRIORITIES FOR THE HERITAGE

***4. In your opinion, what are the top three threats to England's historic environment over the next five years? Please limit your answer to 100 words.**

***5. In your opinion, what are the top three opportunities for England's historic environment over the next five years? Please limit your answer to 100 words.**

***6. In your opinion, what are the top three priorities for England's historic environment over the next five years? Please limit your answer to 100 words.**

4. SECTION 3: THE FIRST NHPP (2011-2015)

***7. Prior to this survey, had you heard of the NHPP?**

Yes

No

5.

8. How familiar would you say you or your organisation is with the NHPP? Please rate.

not at all familiar

not very familiar

fairly familiar

very familiar

extremely familiar

9. Have you or your organisation previously engaged with the NHPP in any way?

Yes

No

Don't know

6. SECTION 3: THE FIRST NHPP (2011-2015) cont.

10. In what ways have you or your organisation engaged with the NHPP? Please tick all that apply.

- Participated in a previous consultation
- Aligned organisational action plans to NHPP
- Delivered a project which you understood fitted into the NHPP framework
- Member of a NHPP project steering or advisory group
- Don't know
- Other (please specify)

7. SECTION 3: THE FIRST NHPP (2011-2015) cont.

11. If you or your organisation have not previously engaged with the NHPP, could you provide the reasons why?

- Not relevant to my/our work.
- Seems like a plan for English Heritage only.
- Don't quite understand it/language too difficult.
- Priorities don't match ours.
- Don't have the training to deliver NHPP actions.
- Don't have the capacity to deliver NHPP actions.
- Not clear how to become involved.
- Outcomes of plan are not clear/not sure how to link in.
- Heritage covered doesn't include ours.

Other (please specify)

9. SECTION 4: THE NEW NHPP (2015-2020)

18. What is the most important thing that the sector acting together could achieve to improve the management, understanding and appreciation of England's historic environment? How should the NHPP evolve to support such a development? Please limit your answer to 200 words.

***19. Which of the following do you think could improve on the existing NHPP framework? Please tick all that apply.**

- Include smaller, less outstanding heritage asset types in scope of plan
- Ensure the role of expert advice is clearly in scope of plan
- Make it easier for grass roots groups to engage with the plan
- Address training/capacity building /learning in the scope of plan
- Simplify language used in the plan
- Simplify the structure of the plan
- Focus priorities on pragmatic management of heritage
- Improve public interface, e.g. more accessible format, structure, website
- Increased emphasis on local priorities, rather than national
- Guidance on how to become involved
- Set up an online community of practice, e.g. on LinkedIn
- Regular regional meetings
- Don't know
- Other (please specify)

20. Among the framework priorities (called Activities), are there any which you feel are not significant enough to warrant inclusion in the next plan framework? If so, what are they? Please limit your answer to 100 words.

21. If any, what specific priorities do you feel are missing in the current plan? Please limit your answer to 100 words.

***22. Do you intend to engage in the NHPP in the future, assuming any previous barriers to your participation are removed?**

- Yes
- No
- Don't know

If no, please specify why not:

***23. Is the name National Heritage Protection Plan still appropriate for the second plan period?**

- Yes
- No
- Don't know

If no, do you have a suggestion for a new name?

***24. We are also interested in your views on the individual activities and Supporting Actions of the NHPP. Are you willing to respond to these questions? This will take about 30 minutes.**

- Yes
- No

APPENDIX B

LIST OF ORGANISATIONS THAT RESPONDED TO THE ONLINE SURVEY
(IN ALPHABETICAL ORDER)

- AHRC/EPSRC Science and Heritage Programme
- Aireborough Neighbourhood Forum
- Archaeological Research Services Ltd
- Archaeology Data Service
- Archdeacon of Oxford. Church of England
- Arundel Historic Tours
- Association of Independent Showmen
- Atherstone Civic Society
- beaufort company
- BHC
- Birmingham HCC
- Blackdown Hills Area of Outstanding Natural Beauty Partnership
- Borough Council of Wellingborough
- Borough of Poole
- Bracknell-Forest & Reading Borough Councils
- Brampton Parish Council - Neighbourhood Plan
- Brighton & Hove City Council
- British Association for Local History
- Building Preservation Trust
- Camden Civic Society
- Cheshire East Council
- City of Lincoln Council, Heritage Team
- City Regeneration & Partnerships, Hull City Council
- Co of E - Diocese of York - Archdeaconry of East Riding
- colchester & ne essex bpt
- Cornwall and Isles of Scilly Maritime Archaeology Society (CISMAS)
- Craneford Historie
- Cullompton Walronds Preservation Trust
- Daniel Hurd Associates, Architects
- Daventry District Council
- Defra
- Department of Archaeology, University of Sheffield
- Diocese of Bath & Wells
- Diocese of Leicester
- Diocese of Norwich
- Diocese of Sheffield
- Diocese of Southwark
- Diocese of Worcester

- District Council
- Feilden Clegg Bradley Studios
- Foreign & Commonwealth Office
- Friends of Bedford Cemetery(foster Hill Road)
- Group of CoE churches in North Essex
- Herefordshire Historic Environment Record
- Heritage Daily
- Hertfordshire Gardens Trust
- Historic Chapels Trust
- Hoylake and West Kirby civic society
- IHBC London Branch
- INSTITUTE OF JAINOLOGY
- Integral Engineering Design Ltd
- Jago Action Group
- Kirklees Council
- Leeds Museums and Galleries
- Leicester Civic Society
- Leicestershire Historic Churches Trust
- London Borough of Havering
- Lowestoft Civic Society
- Luton Borough Council
- Mortimer
- National Churches Trust
- National Heritage Ironwork Group (NHIG)
- National Trust
- Newark Civic Trust
- North East Lincolnshire Regen Partnership (Archaeological Services)
- North Kesteven District Council
- Pierrepoint estate management ltd
- Portable Antiquities Scheme
- Portchester Civic Society
- Reading Museum (Reading Borough Council)
- Ripon Civic Society
- Ripon Museum Trust
- RKZ Ltd
- Royal Institute of British Architects
- S.Harrison Developments Ltd
- Sefton MBC
- Severn Estuary Levels Research Committee
- shepway HEART forum

- Society for the Protection of Ancient Buildings
- Southwell & Nottingham DAC
- St Albans Civic Society
- St John's Church Preservation Group
- Stone Roofing Association
- Sturge Conservation Studio
- Suffolk CC Archaeology Service
- Suffolk Coastal District Council
- Tamworth Borough Council
- The Churches Conservation Trust
- The Heritage Alliance
- The Methodist Church
- Three Counties Traditional Orchards Project
- Timothy Ambrose Consulting
- Trafford Council
- Truro DAC
- Urban Vision Enterprise CIC
- West Lancashire Borough Council
- West Norfolk and King's Lynn Archaeological Society
- West Sussex County Council
- Wigan Council
- Winchester City Council
- Winchester Diocesan Advisory Committee for the Care of Churches (DAC)
- WM Region-Inland Waterways Association
- Woodland Trust
- Worcestershire County Council
- Wychavon District Council

APPENDIX C

WORKSHOP OUTLINE AND SUPPORTING MATERIALS

Facilitators Notes

Session 1 - Looking Back (20 mins)

a) Introductions and Prior Engagement (5m).

- Task: Please introduce yourself and describe prior engagement with the NHPP.
- What to capture on the flipchart: Name, organisation and note their level of awareness / previous engagement (something simple like H, M, L, none).

b) Scope and Priorities (10m).

- Task: How far does the current scope and priorities fit with your sense of what's important?
- Handouts: the 'scope' slide from the 'The progress and future of the NHPP' PowerPoint and current plan framework (Measures and Activities table) from Introduction for Consultees.
- Prompt questions:
 - Does the plan sufficiently respond to emerging government agendas?
 - Is the scope of the plan too limited to tangible protection of heritage assets?
 - Does community or public engagement feature strongly in the plan?
 - Are the heritage categories covered by the plan broad enough?
 - Should there be a greater emphasis on the role of the supporting actions in the plan framework?
 - Are the strategic measures or priorities the most relevant for the sector?
 - Does the plan identify the most pressing needs for heritage?
 - Does the plan focus too much on large and outstanding sites?
 - Are the opportunities and threats for the historic environment identified by the NHPP generally the right ones?
 - Has the NHPP helped ensure that funding from the wider heritage sector has been targeted towards the greatest opportunities and threats facing the historic environment?
- What to capture on the flipchart: As much as you can of the discussion. Ask the group to agree one key point to feedback to plenary session and put a star by it.

c) Language and Presentation (5m).

- Task: What do you think of the current framework's language and presentation?
- Handouts: the 'scope' slide from the 'The progress and future of the NHPP' PowerPoint and current plan framework (Measures and Activities table) from Introduction for Consultees.
- Prompt questions - is it too detailed, language hard to understand, clear and easy to use?
- What to capture on the flipchart: As much as you can of the discussion. Ask the group to agree one key point to feedback to plenary session and put a star by it.

Session 2 - Looking Forward: Opportunities, Threats, and Priorities (40 mins)

- Task: What are the Opportunities, Threats, and Priorities in the next five years (i.e. the new plan period)? Allow equal time for each.
- Prompts: ensure group considers various types of threat and opportunity (Political, Social, Economic, Technological, Environmental, etc).
- What to capture on the flipchart: As much as you can of the discussion. Ask the group to agree the opportunities and threats that should be turned into priorities in the new plan framework. Put a star by them. Select a few to feed back at the plenary session.
- (At this point you can still capture any additional priorities as well as reasons why these should be added.)

Session 3 - Making the New Plan Work (30 minutes)

a) Priorities and the scope of the new plan (15m).

- Task: How might the priorities starred in last session be reflected in a new plan framework? Should the structure (Measures, Activities and Supporting Activities) be revised? How far, and in what ways?
- Materials: Starred priorities identified at the end of Session 2 and the current plan framework (Information for Consultees).
- Prompt questions:
 - Are there any framework priorities which you don't feel are significant enough to warrant inclusion in the next plan framework?
 - What specific priorities are missing in the current plan?
- What to capture on the flipchart: Note suggestions for changes to the scope of the new plan on a new flipchart sheet. Star one or two which the group agrees most strongly with for plenary feedback. Note there may be further useful discussion about Language and Presentation here.

b) Identifying how the sector can be better involved. (15m)

- Task: "Will you/r organisation engage with the new Plan? If so, what would help you most? Can you suggest ideas and practical methods to improve sector engagement in the new plan?"
- Handouts: Ask delegates to fill in the prepared sheet listing current means of engagement on the left, blank on the right for future suggestions.
- Prompts - Which of the following could improve on the existing NHPP framework?
 - Include smaller, less outstanding heritage asset types in scope of plan
 - Ensure the role of expert advice is clearly in scope of plan
 - Address training / capacity building / learning in the scope of the plan
 - Simplify language, simplify structure of the plan
 - Focus priorities on pragmatic management of heritage
 - Improve public interface e.g. more accessible format, structure, website
 - Increased emphasis on local priorities, rather than national

- Guidance on how to become involved
- Set up an online community of practice
- Regular regional meetings
- **What to capture on the flipchart:** Invite discussion once people have had chance to fill the forms in. You can capture suggestions on flipchart if you think it would be helpful to the group. Agree one or two suggestions to feed back during the plenary session.

BREAKOUT SESSION 3

Q 1: Will you or your organisation engage in the new plan? Y/N

Comments?

Q 2: How can sector engagement in the new plan be improved?

Here are the main ways to engage in the current plan:	What about the new plan? Please suggest ways for more individuals and organisations to get involved:
<p>Influence priorities for action through the annual consultation, or at any time via the dedicated nhpp email post-box.</p> <p>Develop an Action Plan - formal or informal, but must be published and have clear protection outcomes.</p> <p>Report success offer case studies to include in the regular NHPP progress reports.</p>	

APPENDIX D
INTERVIEW SCRIPT

Thank you for agreeing to take part in the review of the NHPP. Your contribution will help English Heritage understand the success or otherwise of the first NHPP, and the issues that should be addressed in the second plan, to cover the period 2015 – 2020.

Your contribution will remain anonymous.

About the interviewee

Name of interviewee:

Organisation:

Type of individual/organisation [use answer options from Q2]:

What are the main areas of heritage work you or your organisation undertake [if possible match to answer options from Q3]:

Looking Back

1. Have you or your organisation previously engaged with the NHPP, and if so, in what ways?
[If no, go to Q3.]
2. Has your engagement changed over the Plan period, i.e. from 2010 – 2014, and if so in what ways?
3. Were there any issues that affected the way in which or the extent to which you have engaged with the NHPP, and if yes, what were these issues?
4. Have you undertaken activities that you would not have undertaken without NHPP?
If yes, what were they?
If no, why do you say that?
If no, why is that the case?
5. In your opinion, has the NHPP made a positive impact on the state of the historic environment compared to the state prior to 2011?
If yes, what was that impact?
If it hasn't, why is that the case?

6. In your opinion, has the NHPP brought the sector together in ways that would not have happened without the NHPP?
If yes, how did the NHPP support this?
If it hasn't, why is that the case?
7. Do you think the sector has adopted the NHPP as the framework for addressing the needs of the historic environment?
If yes, why do you say this?
If no, do you think the sector should adopt the plan?
If so, what could be done to encourage the sector to take ownership?
8. In your opinion, what have been the three best things overall about the NHPP?
9. In your opinion, what are the three worst things overall about the NHPP?

Looking forward

10. In your opinion, what are the top three opportunities for England's historic environment?
11. In your opinion, what are the top three threats to England's historic environment?
12. In your opinion, what are the top three priorities for England's historic environment?
13. Do you think a framework like the NHPP is the most appropriate way to co-ordinate the work of the heritage sector?
If yes, why do you say that?
If no, do you think there should be a framework at all? If you think there should be, what should it be in your opinion?
14. The existing NHPP is structured as Measures, Activities, and Supporting Activities. Do you think this structure is appropriate for the new plan?
If not, what should the new structure be in your opinion?
15. Do you think the scope of the plan should expand for the next period?
If yes, what should it include?
16. Do you think there need to be changes in the priorities of the new plan compared to the existing one?
If yes, what should the priorities be in your opinion?
17. Do you feel that the name NHPP is still appropriate?
If no, what should the new name be?

18. Would you like to say anything else in relation to the current NHPP or the future approach to heritage protection that has not already been covered?
19. Are you planning to attend a workshop? If so, which one?

The consultation process also includes an online survey, regional workshops and these individual interviews. The findings of all strands of research will inform the review of the current plan and the scope of the new Plan.

Thank you for taking part in this research.



QA CHECK	
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