

## STAKEHOLDER SURVEYS 2011- 2012

### 1. Introduction

This report sets out the findings of surveys carried out with English Heritage key groups of stakeholders. These were:

- **Heritage Stakeholders** – This survey covered the heritage sector (including organisations representing owners and some representatives of local authorities) and central government departments. Respondents had to have personal contact with English Heritage. This survey provides the opportunity for some comparison with earlier surveys. Eighty respondents completed the questionnaire.

A quarter of respondents were from organisations which support professionals working in the historic environment and a similar number from local government and organisations which provide advice and guidance to the historic environment. 17% were from NDPBs and 13% from Central Government departments. Respondents included DCMS, DCLG, HLF, Country Land and Business Association, The Heritage Alliance, professional support organisations (such as IHBC and IfA), and Local Authority staff.

- **Owners** - This was a survey of 300 owners of historic properties (200 completed all questions). The invitation was sent out through the Historic Houses Association and Listed Property Owners Club.

58% of respondents were members of the Historic Houses Association (HHA), a third were members of the Country Land and Business Association (CLBA) and just under a quarter were members of the Listed Property Owners' Club. 78% owned a listed building, mostly higher grade (ie grade I and II\*). Members of the HHA and CLBA, who formed just over half of respondents, are more likely than general owners of listed buildings to run businesses from their property and to be more actively involved in the management of their property. Half of respondents had had personal contact with EH. This paper does include responses from those who have not had direct contact with English Heritage as their perceptions are also important.

Where there is a significant difference in answers between respondents from different groups e.g. those who have or have not had contact with English Heritage, these are reported. If results do not significantly differ they are not reported and the reader should assume that the responses are similar between groups.

- **Developers** – Invitations to take part were sent out through the British Property Federation but only 14 responses were received. The results must therefore be treated with extreme caution and cannot be considered representative.
- **Local Authorities** – This survey was conducted online in October/November 2011 by an external consultant (BDRG Continental) to inform the National Planning and Conservation Department review. The consultancy was provided with a list of local authority contacts from the English Heritage database. 210 responses were received (118 conservation officers, 53 planning professionals, 28 archaeologists, 9 Heritage Champions and 5 others)

## 2. **Methodology**

In order to reduce costs the surveys of the heritage sector, owners and developers were conducted online and in-house. While this enabled us to get a larger number of responses, it gave us less control over the precise composition of the sample. Therefore comparisons with the earlier stakeholder surveys (conducted by telephone interviews) must be treated with some caution.

As with any quantitative survey it is not possible to get a full understanding of what respondents are referencing when they answer specific questions. So for example, when respondents are asked to rate English Heritage's 'helpfulness in planning issues', the survey doesn't allow for respondents to explain what they interpreted this to mean.

## 3. **Timing**

The first three surveys (heritage stakeholders, owners, developers) were carried out between March and May 2012. The survey of local authorities was carried out towards the end of 2011 to inform the National Planning and Conservation Department review. All the surveys were conducted during a period of major restructuring within English Heritage as a result of the 2010 Spending Review and after the implementation of weekend-only winter opening hours at sites.

The rest of this report sets out the detailed findings for each of the surveys.

## 4. **HERITAGE SECTOR**

### 4.1. **Headline findings**

- **A marked decrease in the percentage of respondents that view EH as moving forwards (33% in 2012 compared to 59% in 2009).**
- **English Heritage continues to perform strongly on expert and technical advice, a finding also seen in the owner's survey.**
- **Key role for English Heritage is to protect the historic environment, while managing change.**
- **The areas that stakeholders see as most important but which English Heritage is seen not to be fulfilling as well are in ensuring heritage influences strategy and supporting the heritage sector.**
- **Marked concern about English Heritage budget (55% strongly agree that EH has insufficient budget to fulfil all its responsibilities).**
- **Percentage of respondents who agree with negative attributes used to describe English Heritage has fallen (such as being too bureaucratic)**
- **"Grants for expert advice and emergency repairs to ensure that heritage at risk is not lost" is seen as the most important grant English Heritage offers.**
- **Website scores highly for quality and range of advice, but significantly less well on ease of finding the information, a finding repeated in the owner's survey.**

#### **4.2. Views on the direction of English Heritage**

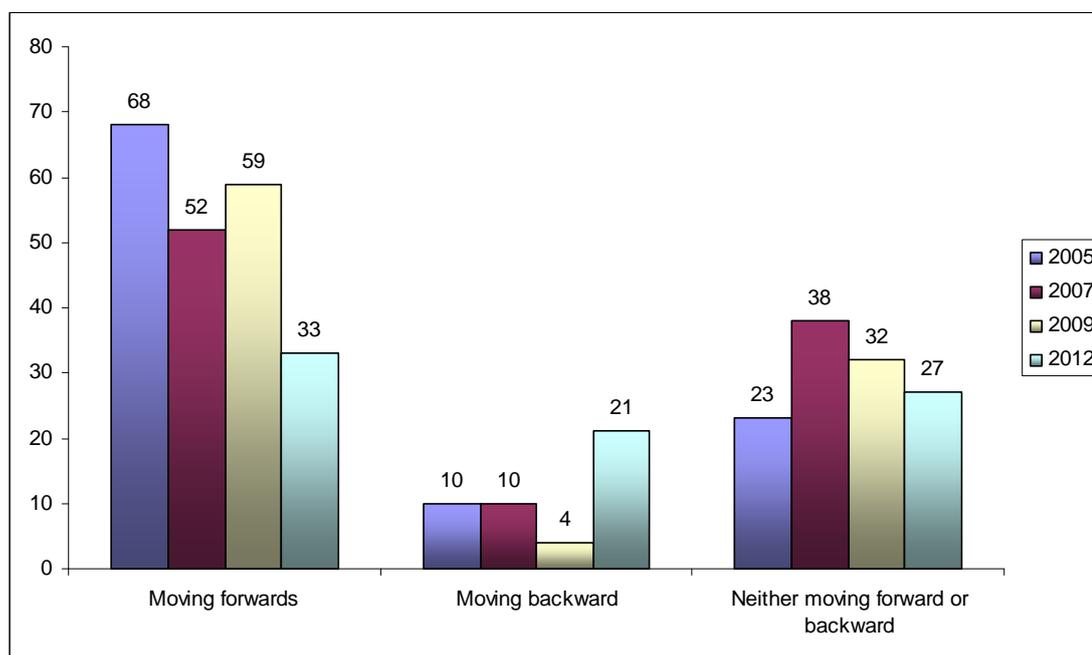
There has been a marked decrease in the percentage of respondents who agree that English Heritage is an organisation moving forwards (33% in 2012 compared to 59% in 2009), with the number who agree that English Heritage is moving backwards increasing five fold on 2009 (21% in 2012 compared to 4% in 2009), and double the proportion in 2007 (10%).

The verbatim comments show that the decrease in English Heritage funding is the main reason why fewer respondents see English Heritage as an organisation moving forwards. They feel fewer resources will impact on the organisations ability to move forward.

*"Some good initiatives but also losing good staff"*

*"Budget and staff cuts mean it appears to outside organizations that EH staff are working very hard just to stand still."*

## Views on the direction of English Heritage: 2005 to 2012



Q: Can you tell us whether you think English Heritage as an organisation is moving forward, moving backward or neither moving forwards or backwards

### 4.3. English Heritage success in fulfilling roles

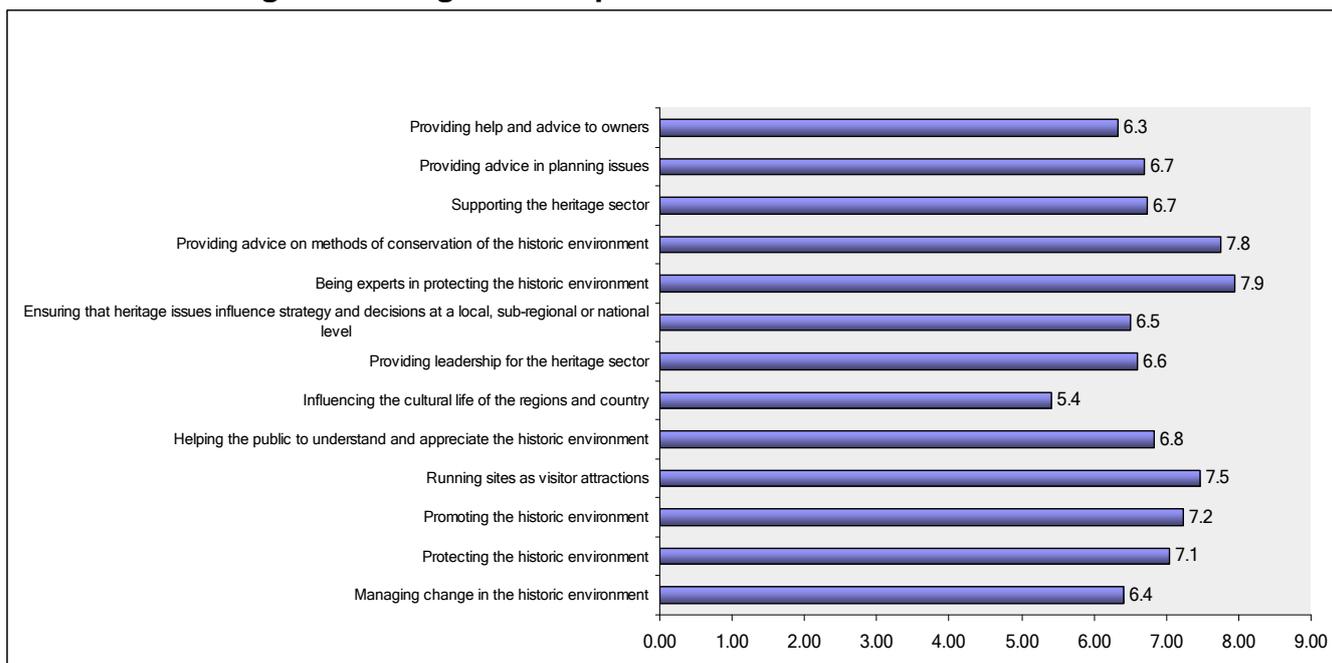
The role English Heritage is best seen as fulfilling is as “experts in protecting the historic environment” (an average of 7.9 from a scale of 1 to 10 when asked how well English Heritage fulfils certain roles). This is followed by “providing advice on methods of conservation in the historic environment” (7.8). These results are very similar to 2009.

*“The advice and general work of its technical on conservation matters is exemplary, but needs greater resource”.*

For the majority of roles, there has been very little change on the ratings of English Heritage on its success in fulfilling them between 2009 and 2012.

The role where there has been the most change is “running sites as visitor attractions”, where English Heritage’s score rose from 6.5 in 2009 to 7.5 in 2012.

## How well English Heritage fulfils specific roles: 2012



Q: Using a scale of 1 to 10, where 1 equals very poor and 10 equals extremely well, please tell me how well you think English Heritage fulfils each of the following specific roles?

### 4.4. Importance of English Heritage roles

Respondents felt that English Heritage's key roles are:

- protecting the historic environment (9.2 average on a scale of 1 to 10 when asked the importance of each role)
- being experts in protecting the historic environment (9.2)
- providing advice on methods of conservation of the historic environment (9.1)
- supporting the heritage sector (9.1)
- ensuring that heritage issues influence strategy and decisions at a local, sub-regional or national level (9.1).

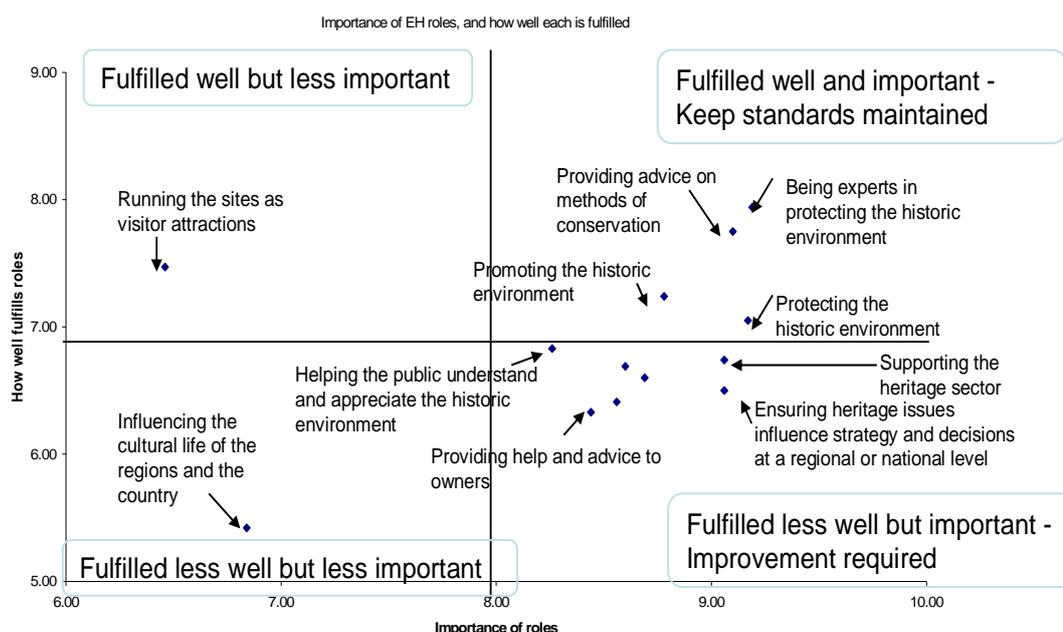
Since 2009 the greatest change has been in the proportion of respondents who state that the "protection of the historic environment" is extremely important (55% in 2012 compared to 44% in 2009) and "managing change in the historic environment" (43% compared to 28%). There has also been a significant decrease in the percentage who state that "influencing cultural life of the regions and country is extremely important (13% compared to 26%).

## Fulfilment of English Heritage roles against importance

### Importance of EH roles, and how well each is fulfilled



ENGLISH HERITAGE



The chart above shows the importance of English Heritage roles against how well they are fulfilled. It highlights potential areas for improvement which include “ensuring heritage issues influence strategy” and “providing help and advice to owners”.

#### 4.5. English Heritage key attributes

Respondents were asked how much they agreed or disagreed with attributes people have used to describe English Heritage.

The greatest agreement was with the following. English Heritage:

- is an expert in heritage issues (87% agree, of which 48% strongly agree)
- is the first organisation I think of contacting for historic environment (32%)
- provides excellent technical advice (79% agree, 31% strongly agree)

- has insufficient budget to fulfil all its responsibilities (78% agree, 55% strongly agree)
- is the most authoritative organisation on historic environment planning issues (72% agree, 27% strongly agree)
- makes a positive contribution to the regeneration of places (70% agree, 17% strongly agree)

The aspects where there was the weakest agreement were, English Heritage:

- is properly resourced (11% agree, 3% strongly agree)
- is obstructive (10% agree, 0% strongly agree)

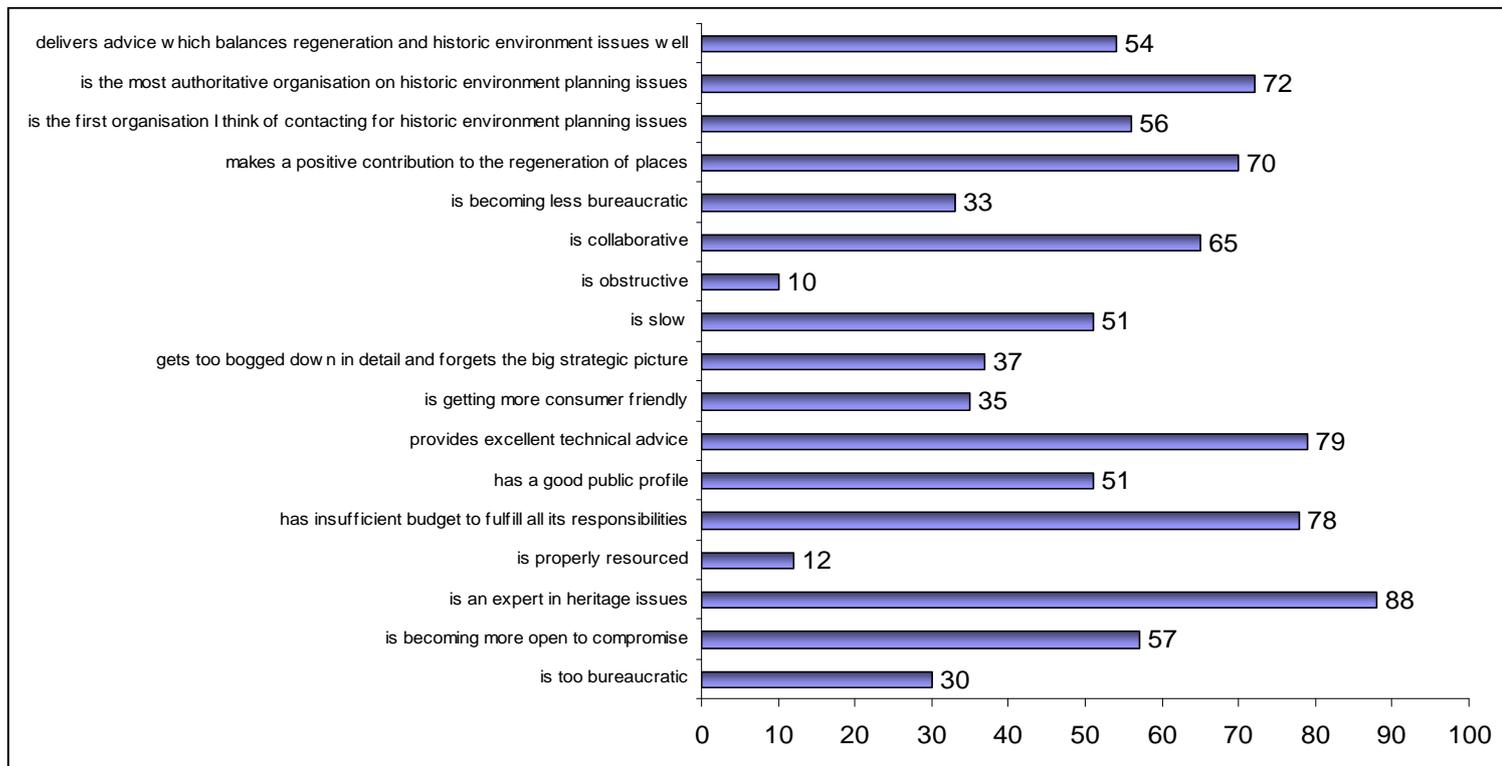
Between 2009 and 2012 there has been a decrease in the percentage of respondents who agree with some of positive statements about English Heritage.

For example, in 2009 99% of respondents agreed with the statement “English Heritage are experts in heritage issues”, but in 2012 the figure was 87%. The percentage of respondents who agree that English Heritage “provides excellent technical advice” fell from 92% in 2009 to 79% in 2012. However a significant proportion of this decline can be attributed to the fact that a higher proportion of respondents gave a “don’t know” answer, rather than giving more negative responses.

The percentage of respondents who strongly agree with negative attributes used to describe English Heritage has decreased.

The percentage of respondents who strongly agree that English Heritage is “too bureaucratic”, “obstructive”, “gets too bogged down in detail” and “slow” has decreased significantly since 2009.

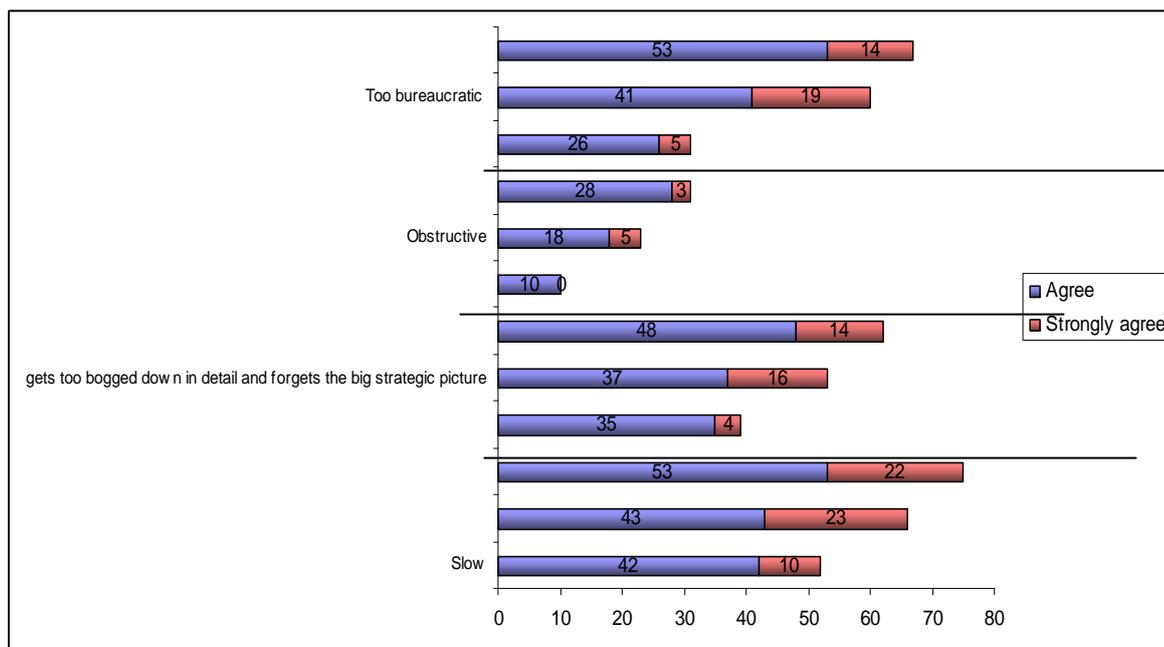
### Respondent agreement on key attributes to describe English Heritage (percentage who agree)



Q: Below are a number of things people have said about English Heritage. From your own experience or impression, how much do you agree or disagree with each of these.

### Respondent agreement on key attributes to describe English Heritage 2007 to 2012

(For each attribute, the top bar is 2007, 2009 and then 2012)



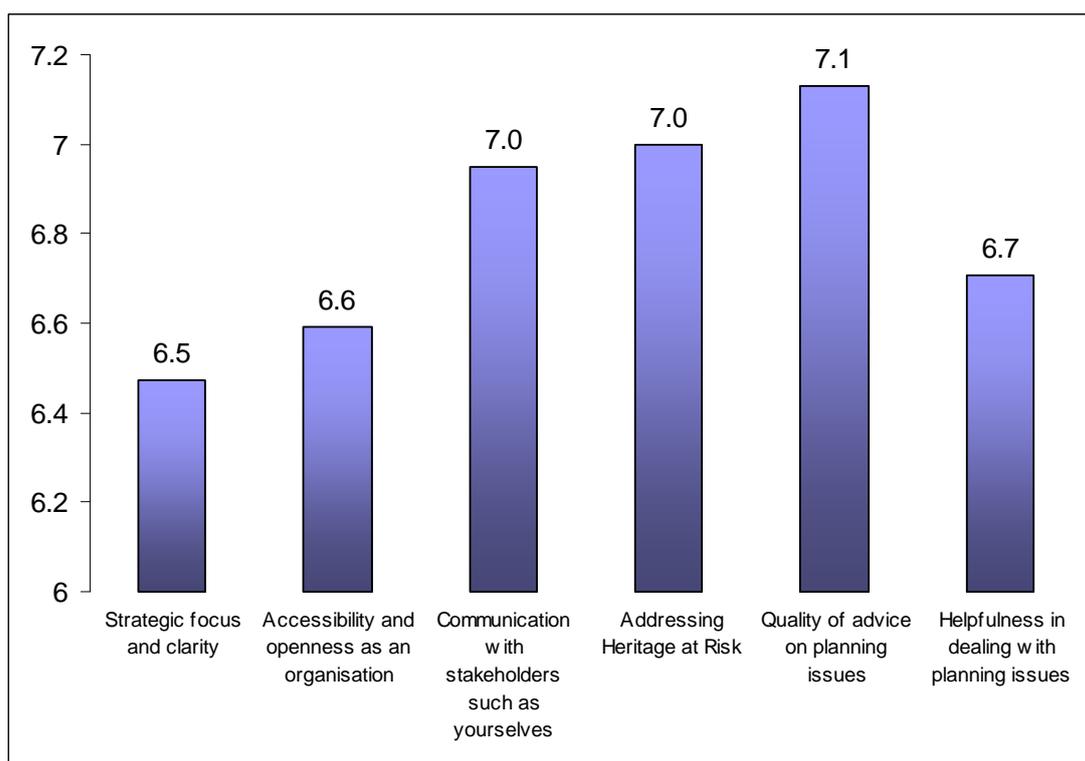
Q: Below are a number of things people have said about English Heritage. From your own experience or impression, how much do you agree or disagree with each of these

#### 4.6. Measuring English Heritage performance against key criteria

The respondents were asked to measure English Heritage performance against key criteria. The scores below show the average out of ten where one is very poor and ten is excellent. To make comparisons with previous surveys those who answered don't know were excluded in calculating these figures.

The scores are generally similar to previous years.

#### English Heritage performance against key criteria, average out of ten



q: On a scale of 1-10, where 1 equals excellent, please tell me how you rate English Heritage on the following criteria

#### 4.7. English Heritage Grants

70% of respondents were familiar with the range of grants English Heritage offers to protect and promote investment in the historic environment. This is similar to 2009 (64%).

The respondents were asked to assess the importance of each English Heritage grant for the protection of the historic environment. Respondents stated that the most important English Heritage grant was for "expert advice and emergency repairs to ensure that heritage at risk is not lost". (Just under half of respondents rated this grant as most important). The least important grant was "funding for privately owned heritage at risk", with 47% rating this grant as least important.

#### **4.8. Contact with English Heritage**

70% of respondents were satisfied with the responsiveness of English Heritage. This is down slightly on 2009 (79%).

When asked about who would be their first contact when looking for advice and information, 38% responded they would contact English Heritage regional office and 27% local authority conservation officers. 31% responded "other" which included Government Advice Team at English Heritage and SPAB. For many there is no fixed contact, with the content of the query determining who they contact.

Overwhelmingly respondents preferred to receive information via email (91% preferred this method). Face-to-face was the next most popular method (43%). The preference for email was even more pronounced than in 2009 when 40% of respondents preferred to receive information this way.

#### **4.9. English Heritage website**

Just under 90% had visited the English Heritage website in the last year. This is up from 74% in 2009 and 62% in 2007.

Approximately two thirds of respondents rated the website four or more out of five (on a scale of one to five with five being very useful), only 6% rated it as two or below. The average score for usefulness of the website was 3.7, similar to previous years.

The English Heritage website was rated highly for the range and quality of advice (scoring 7.4 average on a scale of one to ten with ten being extremely good), but less well on ease of finding what you need (average 6.1), with a third rating the website five or below on this aspect.

The preferred way to access electronic information is through webpages (88%) and downloadable PDFs (86%). All other options were far less popular with the next preferred option being via smart phones (13%).

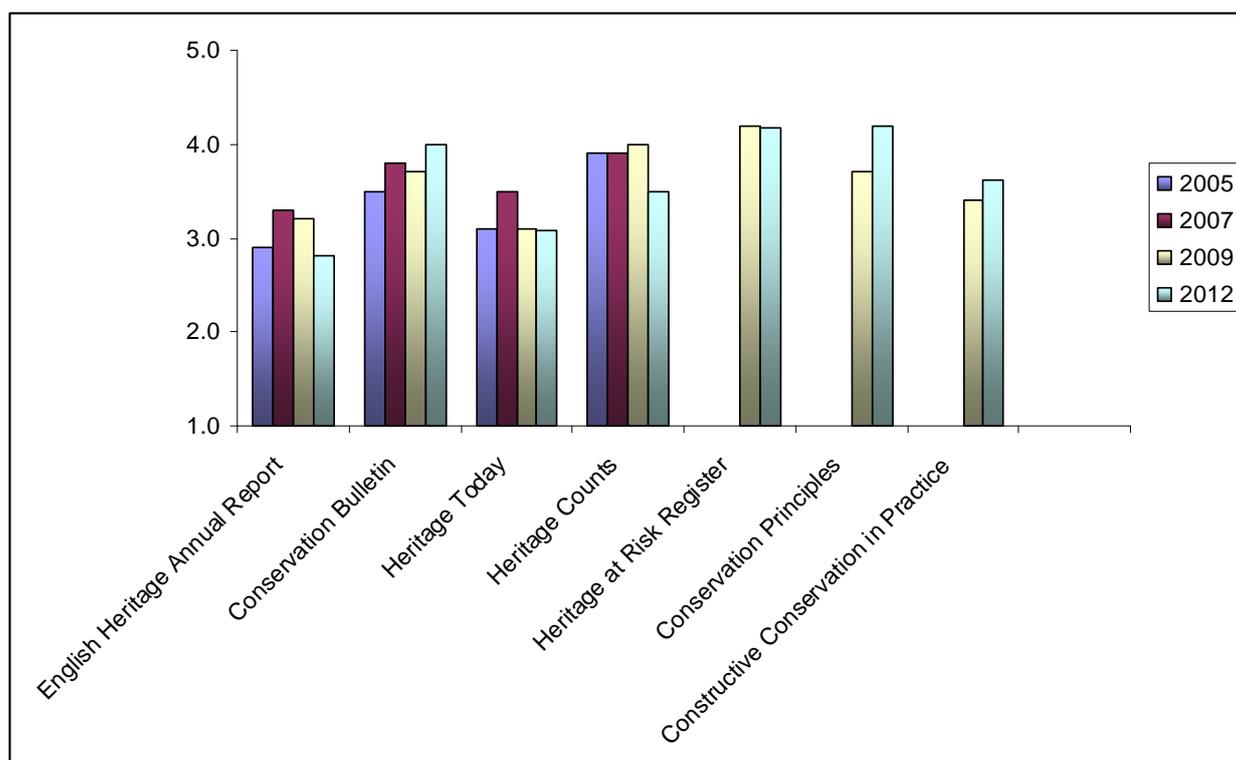
#### **4.10. Key English Heritage publications**

Respondents were asked for their views on English Heritage publications. For the respondents the most useful publications were Conservation Principles (scored an average of 4.2 on a scale of one to five with five being very useful) and Heritage at Risk Register (4.2). The least useful were English Heritage Annual Report (2.8) and Heritage Today (3.1).

A third of respondents had not heard of Constructive Conservation in Practice, but for all other documents (bar Heritage Today) awareness was high, with less than a fifth not aware of each report.

In comparison to previous years, Conservation Principles is rated slightly higher (4.2 in 2012 compared to 3.7 in 2009) and Heritage Counts slightly lower (3.5 in 2012 compared to 4.0 in 2009).

### Usefulness of English Heritage Publications



Q: English Heritage produces a range of publications for different audiences. Using a scale of 1-5, where 1 is not at all useful and 5 is very useful, how useful would you say each of the following English Heritage documents are to your role or organisation?

#### 4.11. English Heritage’s Future

While 45% agree that they have a “clear understanding of English Heritage’s priorities over the next five years” (13% strongly agree), a quarter (23%) disagree.

83% agree that English Heritage’s priorities for 2011-2015 are also very important for the work of their organisation.

#### 4.12. How English Heritage could be more effective

Respondents were asked what could help EH become more effective.

Here are some of the responses:

### **Consistency and clarity**

*“Develop consistency of approach: I know of one example in a region where to my eyes permission has been granted for an outrageous act against heritage; and others where restraints imposed on listed buildings are very tight. Clarify the remit: why does EH run visitor attractions for example?”*

*“Be firm, tough and consistent. Only compromise where absolutely necessary and totally justified, and do not be afraid of adverse publicity for digging heels in. Be known for quality and set a pace for others to follow.”*

### **Collaboration and Communication**

*“Clearer points of contact and relationships at regional and national level. Some form of MoU with local authorities?”*

*“Greater collaboration with sector NGOs”*

## **5. OWNERS**

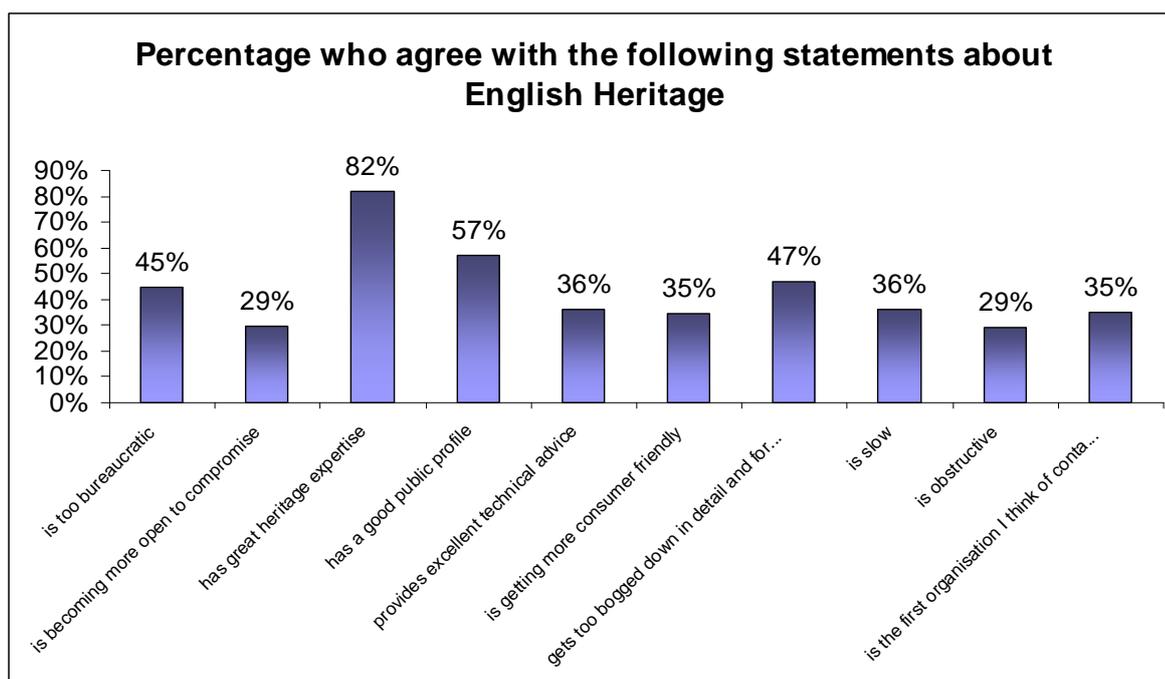
### **5.1. Headline figures**

- **English Heritage is seen as the heritage expert by owners of listed buildings, but around a half of respondents have concerns over level of bureaucracy and believe that English Heritage can still get bogged down in detail and forget about the bigger picture**
- **Approximately a half of respondents rate English Heritage as poor on communication with owners of listed buildings.**
- **On the other criteria related to English Heritage (for example issues around quality and helpfulness of planning advice), owners are divided on their attitudes towards English Heritage**

### **5.2. Experience and impressions of English Heritage**

When asked about their experience and impression of English Heritage, the greatest agreement was with the following statements. English Heritage has:

- **Great heritage expertise (82% agree, of which 46% strongly agree)**
- **Good heritage profile (57% agree, 13% strongly agree).**



Q: Below are a number of things people have said about English Heritage. From your own experience of impression, how much do you agree or disagree with each of these?

The percentage of those agreeing with statements about English Heritage is relatively low for the other statements, as a result of a relatively high proportion of respondents choosing “neither disagree or agree” (around a third of respondents chose this option), rather than the respondents having an overtly negative view of English Heritage.

There are though two exceptions to this. These are the percentage that agree English Heritage is:

- Too bureaucratic (45% agree, of which 16% strongly agree, with 51% of those who had have contact with us agreeing)
- Gets bogged down in detail and forgets the big picture (47% agree, 18% strongly agree)

Within the open ended comments, issues of differing advice, advice which is perceived as unrealistic or expensive, too much bureaucracy and issues around heritage limiting growth were the key reasons for some respondents marking English Heritage relatively low.

*“English Heritage is very bogged down with policies and procedures that in some cases are outdated and could be made easier and simpler for owners wanting to find solutions to ongoing problems with historic buildings. It needs to be much more flexible and recognise that all these buildings evolved in the past and need to do so today. To remain stuck in the past adds cost and time to restoration projects. It would much better serve the historic property owner if it was less restrictive. However I do believe that the quality of the advice and the*

*attitude of the local representative is very very varied. Some are excellent and some are very closed minded".- Respondent quote*

**5.3. Change over time**

There is recognition among respondents that English Heritage has become more open to compromise and consumer friendly. A third agree that improvements have been made, and only a sixth actively disagree with these statements.

**5.4. Differences by groups**

Those who have had limited interaction with English Heritage tend to be more neutral in responding to these questions. The greatest difference between those with and without contact with English Heritage is in relation to agreeing that English Heritage provides excellent technical advice. 44% of those with contact with English Heritage agree that it provides excellent technical advice, compared to 36% overall.

Members of Country Land and Business Association consistently gave English Heritage lower scores than the average.

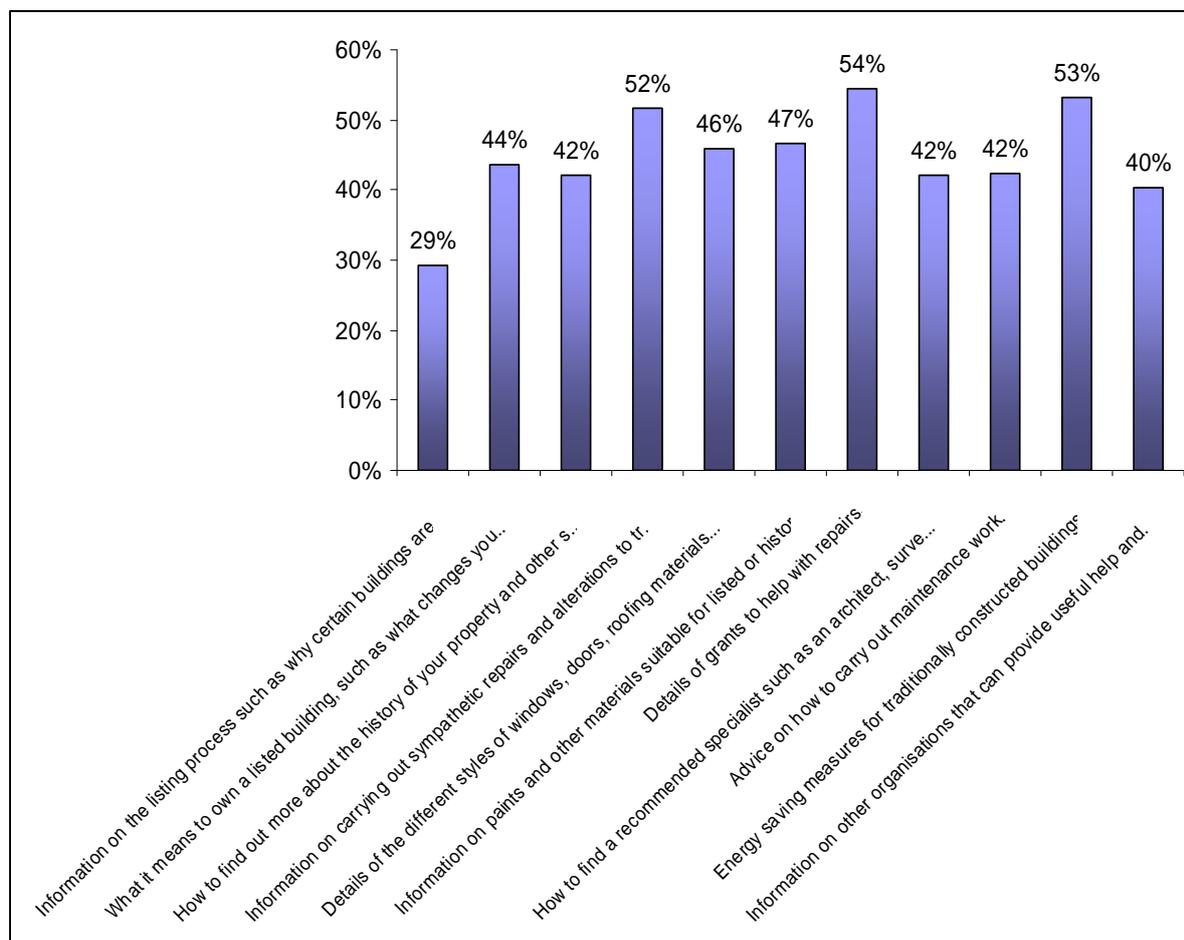
**5.5. What information owners would find most useful**

Owners are interested in all types of information, from details on grants and energy saving measures, to information on carrying out sympathetic repairs and alterations and listing. For every type of information two thirds rated the information at least four or more out of five (on a scale of one to five with five being extremely useful). The most popular were details of grants to help with repairs (54% find extremely useful) and energy saving measures for traditionally constructed buildings (53%).

The one area of information owners were slightly less interested in was in relation to information on the listing process. A fifth would not find that information useful.

The Listed Property Owners' Club were the most interested in this information reflecting the fact they currently have the least contact with English Heritage.

### Usefulness of following information (% who will find the information extremely useful)



Q: Using a scale of one to five, where one equals extremely useful, please rate how useful you would find the following information

#### 5.6. Ratings of English Heritage

English Heritage is not perceived to communicate effectively with owners of historic buildings. The questions asked do not enable us to judge whether responses relate to proactive communications of the type which the Listed Property Owners Club regularly send their members (but which we have not previously tried to do), or to the communications between English Heritage and owners on individual cases involving their property. This is something it would be worth getting beneath in future surveys.

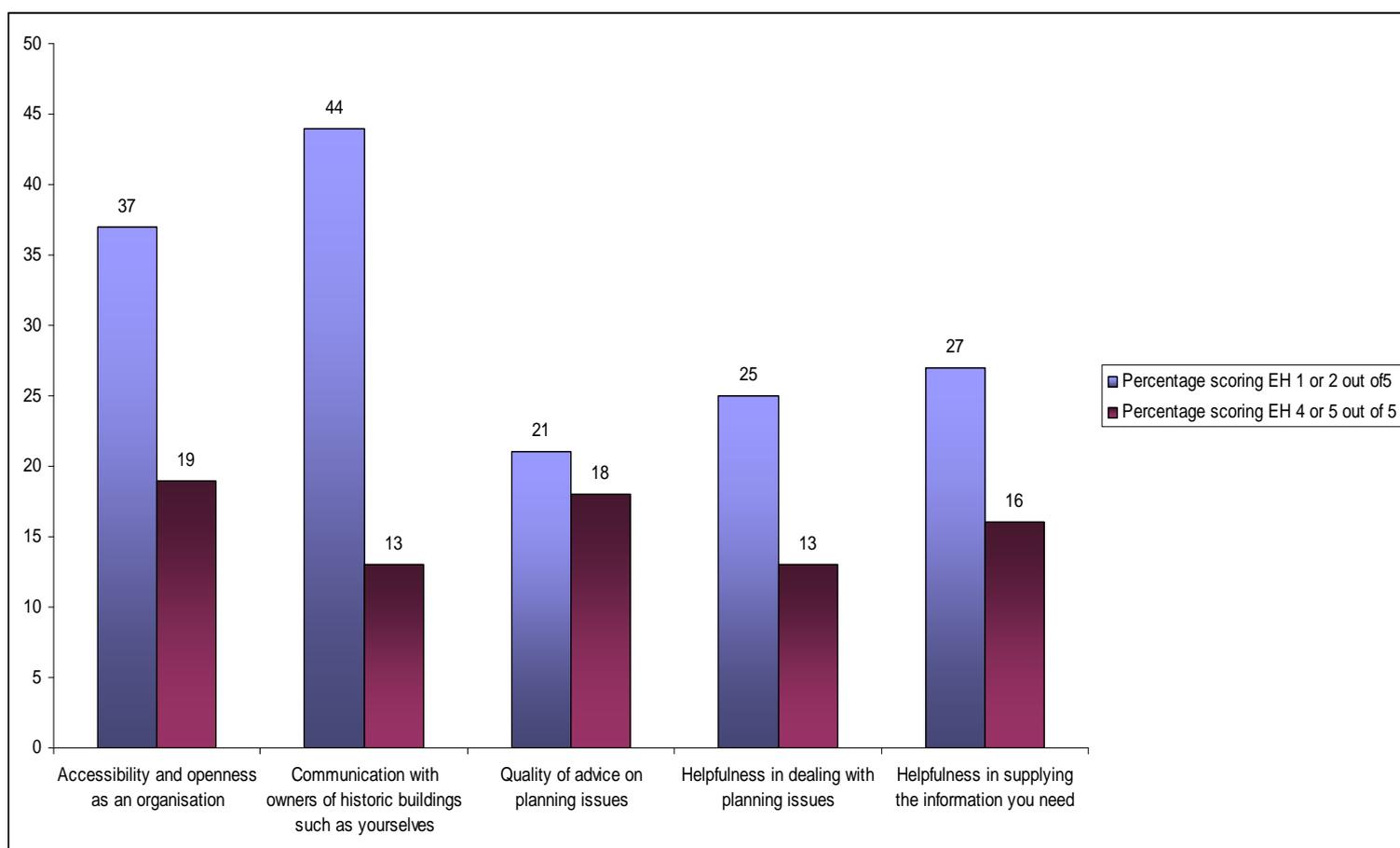
24% of respondents rated us as very poor on communication with owners of listed buildings (with 46% rating English Heritage one or two out of five with one being very poor and five being excellent), rising to 31% if those who answered “don’t know” are excluded (59% rating English Heritage one or two). Only 13% rate English Heritage at four or above with five being excellent (17% if the don’t knows are excluded).

Of those who have had contact with English Heritage 21% rated English Heritage as very poor (49% one or two) compared to 27% of those who have not had contact with English Heritage (42% one or two). The Listed Property Owners' Club was most critical of English Heritage. The comments below suggest that they may well have had in mind the sort of proactive communication members receive from the Listed Property Owners Club.

*"I didn't know that English Heritage offered advice for those of us who live in listed buildings! I only know English Heritage from a perspective of looking after public buildings and allowing me to visit them via my subscription"* – Survey respondent

*"If EH wants to build its role as provider of advice to listed property owners it needs more 'outreach' - I really have always assumed that EH was more about e.g. Stonehenge than a mere Grade II\* residence!"* – Survey respondent

On all the other criteria, respondents were more likely to be negative than positive about English Heritage (see chart below). Less than a fifth of respondents rated English Heritage as four or more out of five.



Q: On a scale of 1-5, where 1 equals very poor and 5 equals excellent, please tell mw how you would rate EH on the following criteria

A high proportion of respondents gave a don't know answer (reflecting the relatively high proportion who have not had contact with English Heritage). If they are excluded from the analysis at least a third of all respondents (excluding the don't knows) rated EH a one or two for each of these criteria.

*"I contacted English Heritage a while ago concerning my G1 listed home and received an acknowledgement but no response to my request for guidance" – Survey respondent*

#### **5.7. Differences between groups**

The pattern highlighted above extends to those who have had direct contact with English Heritage, with a higher proportion of respondents rating English Heritage as poor than as excellent.

The exception to this is on quality of advice on planning where 30% of those who had contact with EH rating the advice four or more out of five compared to 22% who rated the advice two or less out of five. This indicates that experience with English Heritage in relation to advice on planning issues is often positive, though this is not guaranteed.

*"Have only ever dealt with EH on planning consent. Found them to be sensible and reasonable unlike the county council which ignored all advice given by EH" – Survey respondent*

#### **5.8. Responsiveness of English Heritage**

50% of respondents were effectively neutral when asked about their satisfaction with the responsiveness of English Heritage (answering either "neither satisfied or dissatisfied" or "don't know"). This is likely to be related to the fact that only half of respondents had dealt directly with English Heritage.

The remaining respondents were split in half, with 28% very or fairly satisfied with the responsiveness of English Heritage, but 23% fairly or very dissatisfied.

*"We live close to a road and EH are obstructive about double glazing, even that passed for use in other areas. Also, took months to make a poor decision on our disappearing lead roofing, leading to leaking roofs and all the associated problems" – respondent survey*

#### **5.9. Differences by group**

Those who had had contact with English Heritage were more likely to be satisfied (44% at least fairly satisfied), though a quarter remain unsatisfied.

#### **5.10. First contact when looking for advice and information**

As expected, local authority conservation officers are overwhelmingly the first point of call for owners, especially for consent for repairs or

alterations to properties (76% state a local authority conservation officer would be first point of call) but also for information on the listing process (48%), and advice before buying listed buildings (45%).

When looking for information on how to carry out alterations etc or recommendations for professionals such as architects, the main sources are the HHA, SPAB or local professionals (either found through the internet or word of mouth).

English Heritage is not the first point of contact for owners. We would not expect to be and we would always recommend that owners contact their local authority first. The exception is information on the listing process, where a third would contact English Heritage first (though this is still behind local authority conservation officers). There is also a significant minority (a quarter) who would look to English Heritage for recommended architects, crafts people, surveyors etc.

Owners are not looking to national amenity societies.

#### **5.11. Receiving information**

Email is by far the most preferred method of communication (76% would prefer to receive information this way), followed by websites (38%).

#### **5.12. English Heritage website**

62% had visited the English Heritage website. Of those who had visited it, half were relatively neutral about it (scoring it three out of a scale of one to five), though 40% rated it four or higher.

Users were most positive about the quality of advice on the website, 38% rated the site four or more out of five on this aspect. This seems to indicate that the issue with the quality of English Heritage planning advice is probably related to the experience of working with English Heritage on specific cases rather than our general advice.

There are though still problems on the ease of finding the information. A significant minority (23%) rated the site two or less on ease of finding what you need.

*“English Heritage website is good for viewing public sites of interest but it's not as easy to find information about the different listing grades, from what I could see in my brief view of the site”. – Survey respondent*

The most popular way to receive information by far is through webpages (89% prefer to access electronic information this way). Downloadable PDFs is the second most popular way to receive information. Podcasts, videos and discussion forums are far less popular.

*“Never forget that for people like us in the sticks with atrocious broadband speeds, simple website stuff is the best. Otherwise we never retrieve the info” – Survey respondent*

**5.13. Differences by group**

Only 34% of Listed Property Owners’ Club members had visited the website.

**6. DEVELOPERS**

**6.1.** Due to the small sample there are no headline findings for the Developer survey.

**6.2. View on the direction of EH**

The developers who filled out the survey were more neutral than heritage stakeholders about the direction of EH. None of the respondents felt EH was moving backwards and a third felt EH was moving forwards.

**6.3. Success in fulfilling roles**

Developers were overall more negative than stakeholders in regards to how well EH fulfils its specific roles. They were most negative in regards to how well EH provides advice on planning issues, help and advice to owners and developers and manages change in the historic environment.

They are more negative than heritage stakeholders about EH on all its roles apart from in relation to promoting the historic environment.

**6.4. Importance of English Heritage roles**

When asked about the importance of EH roles, the respondents felt that help and advice to owners and developers was most important, followed by planning and technical advice.

Unsurprisingly they are less interested in issues around heritage influencing national and local strategies and helping the public understand heritage.

**6.5. English Heritage key attributes**

The respondents were relatively positive about EH public profile and around how consumer friendly the organisation is. They were also positive about EH as experts in heritage issues.

They tended to think though that EH was slow, doesn’t offer consistent advice or deliver advice which balances regeneration and historic environment issues well.

There is no agreement on whether EH is becoming less bureaucratic or collaborative.

They are more negative towards EH than heritage stakeholders.

**6.6. Measuring EH performance against key criteria**

Respondents were split on EH helpfulness in dealing with planning issues, probably a direct result of their experience of working with EH on particular cases. They were more positive than negative about the quality of advice on planning issues, but from their verbatim comments they obviously think improvements could be made.

They were relatively positive on EH accessibility and openness as an organisation, addressing heritage at risk and communication with stakeholders.

**6.7. Contact with English Heritage**

The respondents seem fairly satisfied with the responsiveness of EH communications.

Like owners and stakeholders they would prefer to receive information by email, but telephone and face-to-face contact were far more popular than among heritage stakeholders and owners.

**6.8. First contact when looking for advice and information**

EH would be first point of contact for information on the listing process, and along with local authority conservation officers for information on how to carry out alterations etc.

It would not be the first point of call for recommended architects/surveyors etc. or for consent for alterations.

**6.9. English Heritage website**

The respondents were relatively positive about the EH website, but were less positive about the quality and range of advice than owners or heritage stakeholders.

**6.10. English Heritage publications**

Conservation Principles was the most useful EH report for developers (out of those listed), followed by the Heritage at Risk Register.

**6.11. English Heritage's Future**

Overall they did not have an awareness of EH's priorities over the next five years.

**6.12. How English Heritage could be more effective**

Respondents were asked what could help EH become more effective.

Here are some of the responses:

### **Consistency and clarity**

*“You publish a lot of guidance. Which in some respects is good but you need to streamline it.”*

### **Timing**

*“My main complaint is the time that it sometimes takes to get a response from EH staff. This may be due to under resourcing or a temptation to delay offering advice. It is important that EH becomes a reliable stakeholder in terms of providing advice in timely fashion, particularly in difficult economic times when delays can have major effects on the ability to undertake development.”*

## **7. LOCAL AUTHORITIES**

### **7.1. Headline findings**

- **Specialist technical advice, training in historic environment management, pre-application development management advice and support for statutory action on listed buildings are the four most valuable external services that Local Authorities look to English Heritage planning services for.**
- **Coaching, designated parks and gardens management advice, sharing policies and precedents and advocacy support for senior officials/elected members were ranked least important.**
- **The service that LAs would particularly value support on but where English Heritage’s current delivery is less strong is supporting statutory action on listed buildings.**

### **7.2. What external services do Local Authorities use most often:**

The top three services in terms of use are:

- 71% have personally used specialist technical advice (of these 24% have used at least quarterly)
- 66% training in historic environment management (7% quarterly)
- 60% pre-application development management advice (35% quarterly)

In terms of frequency of use the top three services are:

- Pre-application development advice (35% use quarterly)
- Specialist technical advice (24%)
- Post-application development advice (20%)

The least used services are:

- Coaching individuals and groups on conservation management issues (15% used)
- Advocacy support to senior and elected members (35%)
- Designated parks and gardens management advice (30%)

### 7.3. How difficult would it be for Local Authority clients to undertake their job role without these services?

The top four services are:

- 58% would find it difficult to manage without specialist technical advice (29% very difficult)
- 49% training in historic environment management (12% very difficult)
- 39% statutory support action on listed buildings (18% very difficult)
- 39% Pre-application development management advice (10% very difficult)

Coaching individuals and groups on conservation management issues would be the service respondents reported would cause the least difficulties if it wasn't available (8% would find it difficult to manage without it).

There are some differences by job type. For conservation/heritage staff the services they would find it most difficult to lose are specialist technical advice (71% would find it difficult if this service was lost), training in historic environment management (54%) and support for statutory action on listed buildings (49%).

For archaeologists the services are training in historic environment management (73%), specialist technical advice (69%), and scheduled monument management advice (64%). For planners the results are pre-application development management advice (40%), training in historic environment management (34%) and post-application management advice (32%).

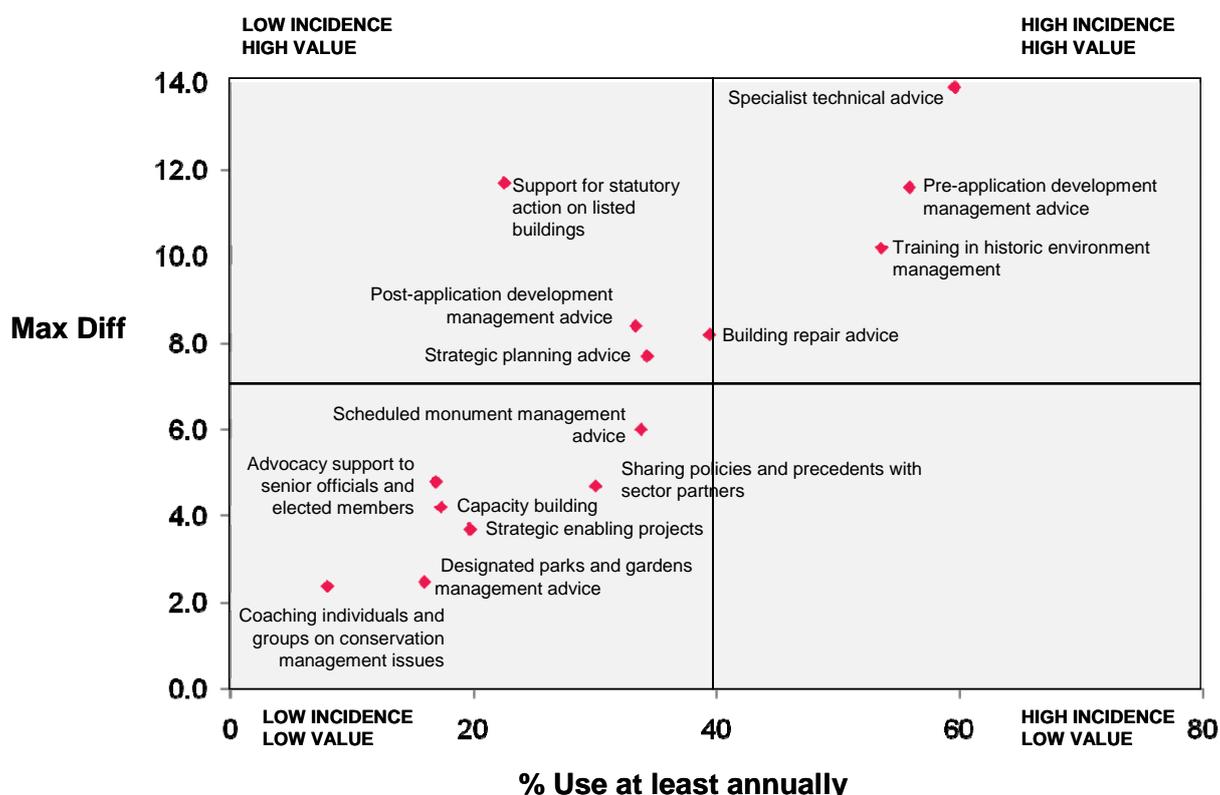
### 7.4. What external service is most valued?

When respondents were forced to choose and trade off between services, the most valuable services were specialist technical advice, support for statutory action on listed buildings, pre-application development management advice and training in historic environment management.

The least valued were designated parks and gardens management advice and coaching individuals and groups on conservation management advice.

The chart below shows the services that are most valued (the higher up the Max Diff scale, the more it is valued) against how often they are used.

### Value of services against frequency of use



### 7.5. Choosing priorities

When respondents were asked to choose between whether they would prefer English Heritage to provide a “narrow range of services and keep case selection criteria” or “keep range of services offered and narrow case selection criteria”, 47% would prefer English Heritage to keep the range of services and narrow case selection criteria, compared to 29% who would prefer English Heritage to deliver a narrow range of services and keep case selection.

Archaeology professionals were particularly keen to see English Heritage keep the range of services (57% preferred this option) compared to 15% who would prefer a narrower range of services and keep case selection as it is.

### 7.6. Using English Heritage services

Over 90% of respondents cite that they use English Heritage when using these external services. English Heritage is by far the leading service provider for all services listed in the survey. However there are some services where there are a wider range of providers. These services include designated parks and gardens management advice, capacity building, strategic enabling projects, sharing policies and

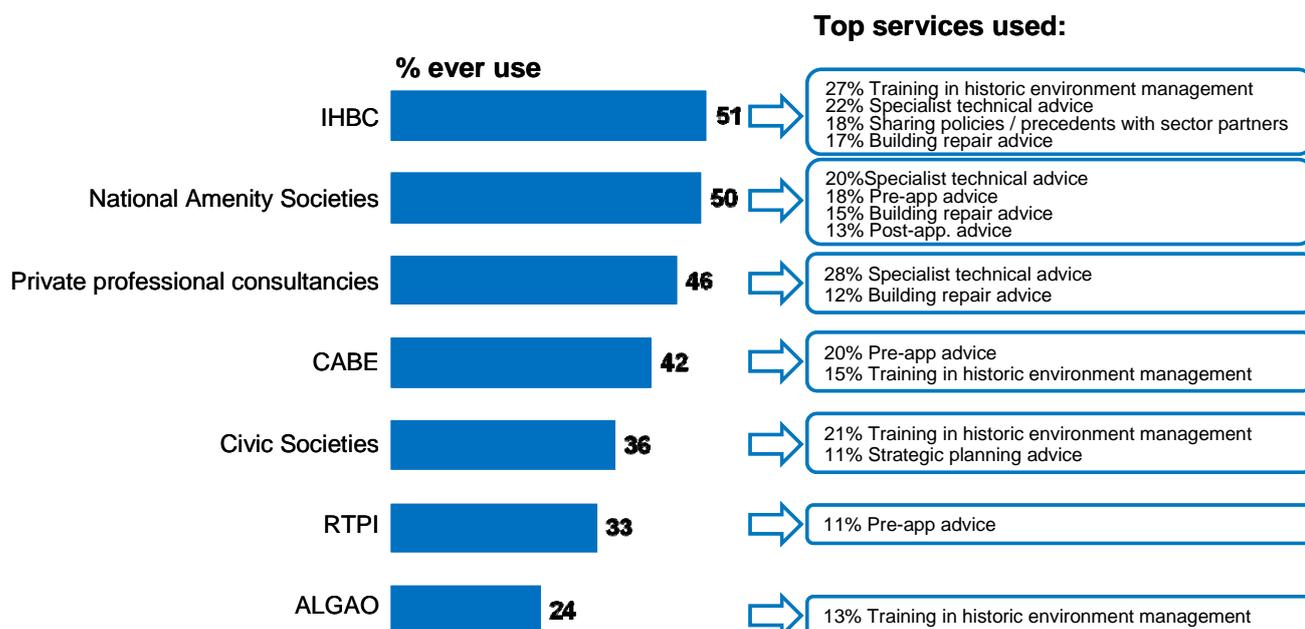
precedents with the sector and advocacy support to senior officials/elected members.

### 7.7. What other organisations are used for

The chart below shows what other providers are used for and for what services.

#### Other historic environment service providers

Q7 Which of these organisations do you use for this service nowadays?



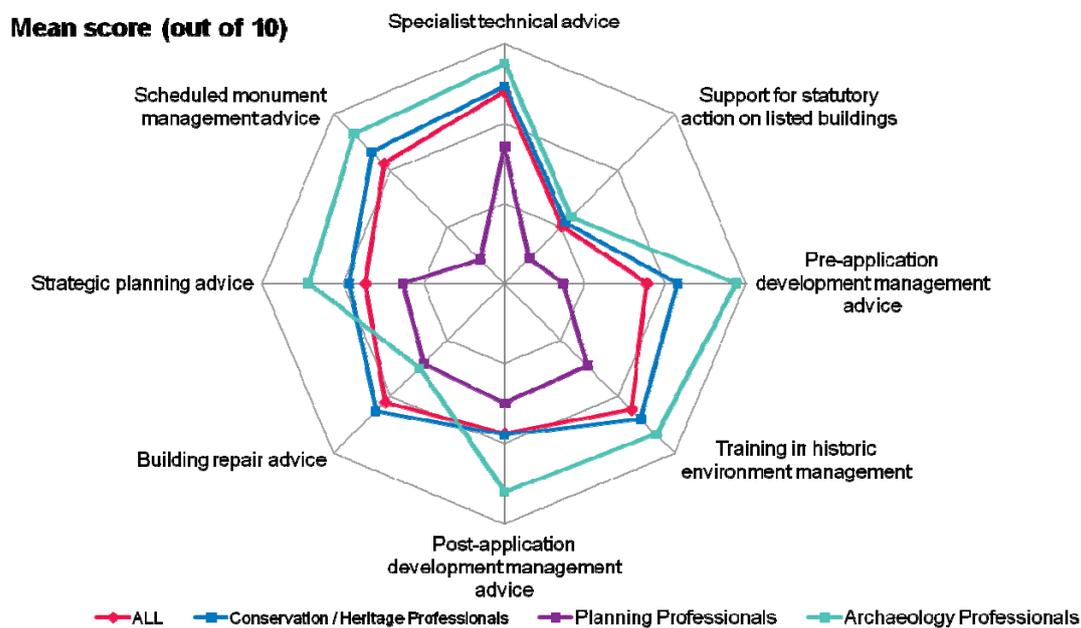
Source: Q7  
Base: All local authority customers (213)

### 7.8. Ranking English Heritage on the services it provides

The chart below shows how English Heritage delivery is currently rated on the services most valued by local authorities. The further towards the outside lines the more highly rates the service. Overall English Heritage is ranked strongest on specialist technical advice and weakest on support for statutory listed buildings.

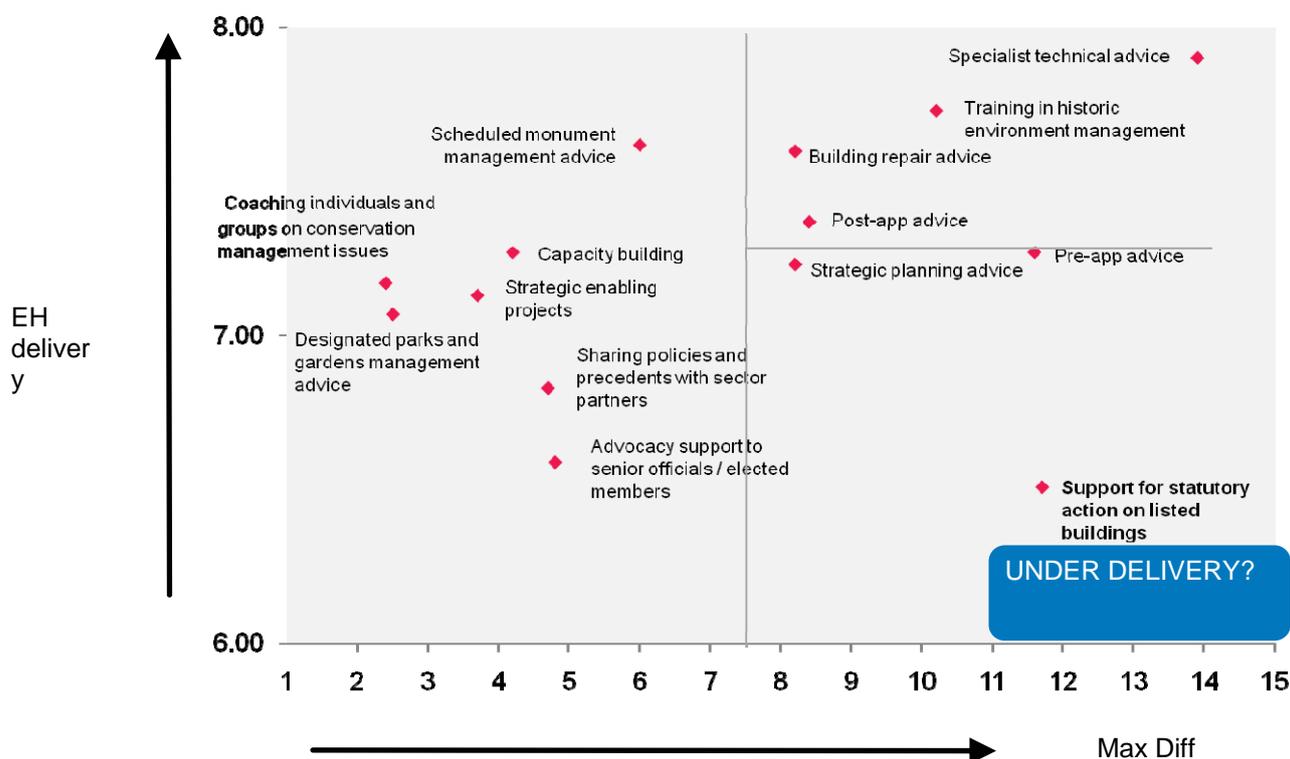
Planners rank English Heritage less highly on all services, probably because English Heritage is not seen as core to their job role.

### Rank of English Heritage 'most valued' services



The chart overleaf highlights the rating of services against their max difference score (the higher the max difference score the higher they are rated). This shows that for the services most valued by Local Authority clients, there are three where English Heritage is rated lower on delivery. These are strategic planning advice, pre-app advice and especially support for statutory action on listed buildings.

## Areas of delivery for improvement



Base: All local authority customers (213)

### 7.9. English Heritage strengths

English Heritage's strengths among Local Authorities are seen to be:

- The range of expertise that English Heritage provides (93% agree that the range of expertise provided by English Heritage is important to them)
- Impartiality (81% agree this is important to them)
- Authoritative (79% agree that English Heritage is the most authoritative organisation on historic environment planning issues)

### 7.10. English Heritage areas for improvement

English Heritage's areas for improvement among Local Authorities are seen to be:

- Providing advice too slowly (46% agree with this statement, 10% agree strongly, though 31% do disagree with this statement)
- A third agree that "English Heritage gets bogged down in detail and forgets the bigger picture", though 46% do disagree with this statement.

### **7.11. Attitudes towards English Heritage**

- 67% disagree with the statement “English Heritage is obstructive when it comes to historic environment planning issues”, only 14% agree with the statement
- 63% agree that “English Heritage deliver advice which balances regeneration with historic environment issues well”, only 12% disagree.
- 69% agree that English Heritage give me “consistent advice”, only 16% disagree

### **7.12. The English Heritage website planning pages**

While the planning advice pages on the English Heritage website are marked relatively highly for quality of advice (mean score of 7.2 out of ten) and range of advice (7.1), the site is ranked relatively poorly on the ease of finding the information (5.8).

### **7.13. The possibility of charging for historic environment services**

There is some potential for revenue generation from some of our services. 65% would at least consider paying for HELM courses and 44% for paying for specialist technical advice.

**Annex: Definition of services**

Service	Benefits
<ul style="list-style-type: none"> <li>• Strategic planning advice</li> </ul>	<i>Advice on historic environment policy development in local development frameworks and plans, supporting planning documents and environmental assessments etc. to ensure that the historic environment is taken into account at the earliest stage</i>
<ul style="list-style-type: none"> <li>• Strategic enabling projects</li> </ul>	<i>Advice on appropriate research to create the evidence base for historic environment policy development and understanding significance e.g. Heritage at Risk</i>
<ul style="list-style-type: none"> <li>• Pre-application development management advice</li> </ul>	<i>Informal pre-application advice, design review, interpretation of policy or mitigation strategies for individual development proposals. These help reduce risk to the historic environment of formal applications</i>
<ul style="list-style-type: none"> <li>• Post-application development management advice</li> </ul>	<i>Formal advice on individual development proposals; support at public inquiries, advice on enforcement action</i>
<ul style="list-style-type: none"> <li>• Scheduled monument management advice</li> </ul>	<i>Advice on good practice, interpretation of regulations, support on enforcement, sources of funding</i>
<ul style="list-style-type: none"> <li>• Building repair advice</li> </ul>	<i>Advice on management plans, conservation plans, points of significance, priority intervention areas and techniques for repair to historic assets</i>
<ul style="list-style-type: none"> <li>• Designated parks and gardens management advice</li> </ul>	<i>Advice on management plans, priorities and techniques for restoration of historic parks and gardens, including for example advice from tree surgeons</i>
<ul style="list-style-type: none"> <li>• Specialist technical advice</li> </ul>	<i>Targeted expert advice in highly specialist areas such as structural engineering, conservation techniques, development economics, fire security, heritage crime</i>
<ul style="list-style-type: none"> <li>• Advocacy support to senior officials and elected members</li> </ul>	<i>Presentations etc. on the potential and value of the historic environment to support local agendas which can help strengthen the position of the historic environment</i>
<ul style="list-style-type: none"> <li>• Training in historic environment management</li> </ul>	<i>Officer and member training days on planning policies, new guidance, approaches to managing change etc. such as advice on PPS5</i>
<ul style="list-style-type: none"> <li>• Coaching individuals and groups on conservation management issues</li> </ul>	<i>External support from experts or trainers for extended staff development programmes (e.g. several sessions over 6 month period) to grow skills and knowledge. For example in how to articulate decisions in case work or how to approach site visits</i>
<ul style="list-style-type: none"> <li>• Capacity building (strategies, applied research)</li> </ul>	<i>Support for developing for example local thematic conservation studies, conservation area appraisals, local heritage at risk strategies</i>
<ul style="list-style-type: none"> <li>• Support for statutory action on listed buildings</li> </ul>	<i>Underwriting costs of local authority statutory action to arrest decline of buildings at risk and providing expert advice, legal advice and support in doing this (for example structural engineering</i>

<ul style="list-style-type: none"><li>• Sharing policies and precedents with sector partners</li></ul>	<i>Formal knowledge sharing facilities to enable access to case studies on historic environment policy interpretation, key planning decisions, changes in law etc e.g. English Heritage Wiki site</i>
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If you require an alternative accessible version of this document (for instance in audio, Braille or large print) please contact our Customer

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