



Historic England

Historic England's Training Strategy

Our Support for Sector Workforce Development 2018-21



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1 Introduction

1.1 The heritage sector faces unprecedented social and economic pressures. This is resulting in the loss of key personnel, knowledge and skills as identified in labour market intelligence. It is furthermore experiencing new challenges such as pressures for affordable housing and major infrastructure development. Having a skilled and experienced heritage workforce is key to addressing these challenges.

1.2 Historic England's External Training Strategy (2015-18) focused on deploying our staff expertise through the delivery of an enhanced and expanded training offer in order to address personnel, knowledge and skills deficits. We successfully extended our reach, attracting new audiences through our Essentials training programme; and expanded our capability, engaging even more learners through our new webinar programme.

1.3 This new strategy details what we will do to affect further change. By 2021, we will consolidate our training offer, using our specialist capability and expertise to develop the abilities of those working in the historic environment sector or engaging with it. In doing this we will ensure that, local authorities, developers, owners and their agents have greater access to skilled practitioners and advisers.

1.4 This strategy:

- Identifies the need for intervention, setting out why we offer sector skills training.
- Demonstrates our support for creating a better skilled and more diverse workforce.
- Builds clearer links to research (Labour Market Intelligence) on workforce development and our own corporate guidance programme.
- Consolidates our offer, refining it so that it is outcome focused, robustly evaluated and continues to extend our reach.
- Identifies how we collaborate with others who have a significant interest such as professional bodies, employers and training providers (including further and higher education).

2 The Framework for Sector Workforce Development: Why We Are Engaged In Sector Skills Training

2.1. Culture White Paper 2016. This sets priorities for Historic England in relation to sector skills.

	HE's Response:
HE will develop strategies that support cultural organisations to make best use of apprenticeships and	HE champions the development of Heritage Apprenticeship Standards, seeks to create heritage apprenticeships within its own workforce and to

help with skills development and career choices.	become a heritage apprenticeship training supplier by April 2019.
Launch of Heritage Action Zones in England. National heritage organisations will advise communities on how they can make best use of their historic buildings.	HE supports with capacity building grants, local advice, and access to our expertise through the training offer.
HE will work with other heritage organisations to develop the heritage sector's international commercial offer.	Historic England's International Leadership Programme (HE:LP) is a training programme for heritage professionals from overseas to gain an in-depth understanding of England's heritage protection legislation, process and management. The intensive course will provide international colleagues with greater knowledge of the English heritage protection system from the listing process to conservation areas, our collaborative approach to heritage management from the local level to big stakeholder participation at World Heritage Sites.

2.2 Heritage 2020. We are a direct partner in delivering the aims of the Heritage 2020 Capacity Building Working Group Action Plan. We provide expertise to the Working Group through membership of HE's Head of Capacity Building who ensures that our training offer supports Heritage 2020 priorities.

	HE's Response:
A more integrated and focused approach to education, training and continuing development of heritage professionals.	<ul style="list-style-type: none"> ▪ Our offer links to labour market intelligence (LMI), providing short course CPD for heritage professionals. ▪ We provide capacity building grants and funding for LMI development. ▪ We work in partnership with other organisations and professional bodies to deliver training that draws on a wealth of multidisciplinary knowledge and expertise.
Increasing the uptake of training and qualifications among the skilled and semi-skilled working in the sector	<ul style="list-style-type: none"> ▪ We support the development of heritage apprenticeship standards and offer heritage apprenticeships in various disciplines. ▪ Our training is linked to National Occupational Standards and recognised by professional bodies as CPD. ▪ We commission training initiatives targeting specified knowledge and skills gaps.

2.3 Historic England Corporate Plan. Our Corporate Plan 2018-21 Aim 4: Strengthening national capacity and resilience of heritage sector, sets out a requirement to sustain local authority contribution to delivering heritage protection through strategic support for the planning system, training and guidance. In addition, it requires the development of heritage apprenticeships and craft skills. This Strategy will deliver directly to this aim and will flexibly adapt to changes in Corporate Plan priorities over the period.

3 Approaches to Partnership Working

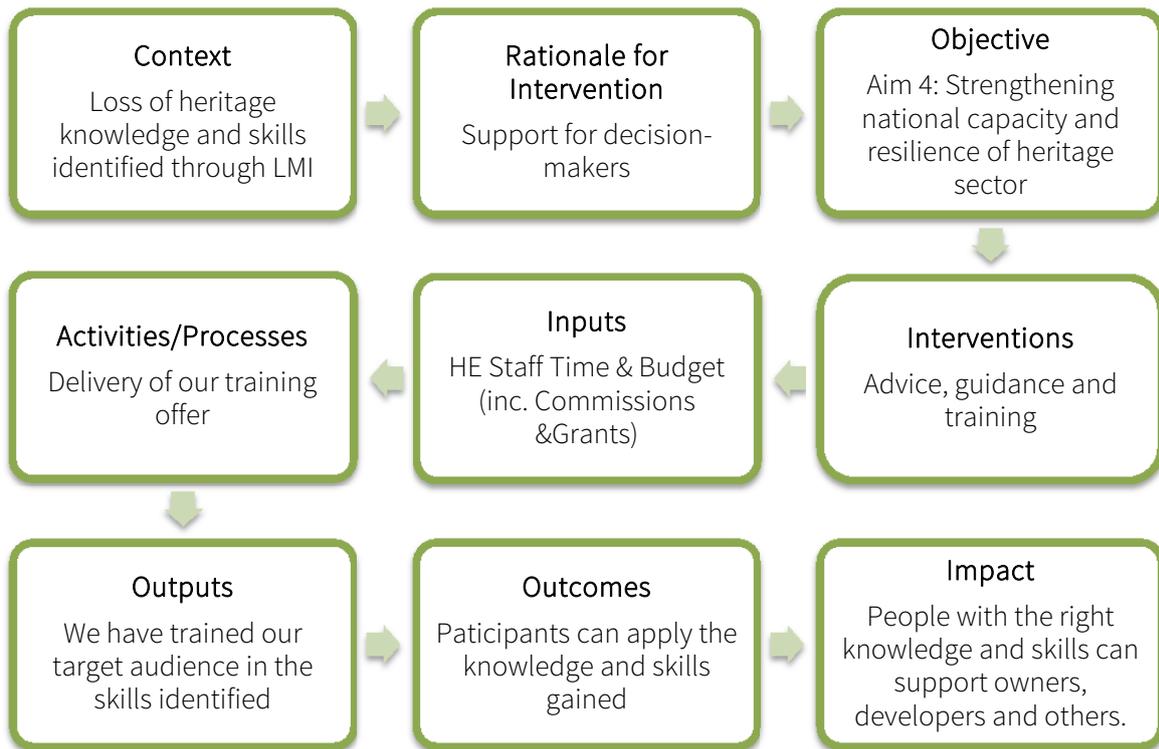
3.1 We seek to influence the development of heritage knowledge and skills through engagement with professional bodies and other organisations or groups who share our aims.

3.2 We will:

- Commit expertise to these groups through membership, consultation and engagement.
- Ensure our training offer reflects the priorities evidenced by these groups, in accordance with our own corporate priorities.
- Offer training in collaboration with others.
- Fund or commission training from others when: they have the expertise to deliver, when it meets critical knowledge and skills gaps, and when it supports the effective management of the historic environment in the planning system.

4 Delivering Our Strategy and Demonstrating Public Value

4.1 This strategy establishes our long-term outcomes and the public value of investing in training. The diagram and subsequent text below summarises how the delivery of our training activities will lead to our desired outcomes.



4.2 Context. The heritage sector faces unprecedented social and economic challenges. This is resulting in the loss of key personnel, knowledge and skills as identified in labour market intelligence¹. Without skilled heritage practitioners to investigate our heritage, decision-makers who understand the public benefits of managing change appropriately, and skilled crafts people to conserve and repair, there is a significant threat to our historic environment of deterioration and ultimately loss. Furthermore the sector needs support in adapting to change brought about through planning policy and socio-economic trends.

4.3 Rationale for Intervention. As the Government’s Adviser on heritage, we are in a unique position to support the heritage sector and beyond utilising our substantial body of expertise to deliver support through advice, guidance & training. If we do not provide this intervention, there are few organisations, outside of academia, that would have the resource, commercial resilience to undertake the risk, and capability to deliver.

4.4 Objective. Our core objective is as set out in HE Corporate Plan 2018-21 Aim 4 ‘Strengthening national capacity and resilience of heritage sector’. Our training offer will develop the knowledge and skills required to ensure heritage is protected and appropriately managed through the planning system.

¹ See Historic England Webpages for a summary of LMI <https://historicengland.org.uk/research/current/social-and-economic-research/sector-insight/heritage-labour-market/>

4.5 Interventions. We give support through capacity building grants, local advice, and access to our expertise through the training offer.

4.6 Training Inputs (resources). The inputs to our training offer express what we invest:

- People (Expertise) - We deploy our expertise through our training offer drawing on our own specialist capabilities including training design & delivery. Where we do not have expertise or in-house capacity, we work in partnership with other organisations.
- Financial Resource – We fund a significant part of our training. This allows us to provide two free training programmes that directly contribute to Corporate Aim 4. We charge for training which supports professional CPD, in compliance with Treasury rules.

4.7 Activities/Processes. Over the period of this Strategy, we will deliver three distinct programmes:

Essentials - This foundation level programme creates a base level of historic environment management knowledge and skills for non-heritage professionals or career-entry heritage professionals working within, or on behalf of, local authorities, so that they are better informed in their decision-making and collaborate effectively with other heritage professionals.

HELM - This programme builds on the foundation level to enhance the knowledge, and skills of non-heritage professionals and heritage professionals working within, or on behalf of, local authorities so that they might better deliver on government policies, legislation and agendas relating to the management of the historic environment.

Heritage Practice - This programme provides heritage professionals with the opportunity to enhance their practical, technical and specialist knowledge and skills, so that they might increase understanding of heritage assets and inform management of change through the planning system. The programme particularly addresses knowledge and skills gaps as identified in recognised LMI.

4.8. Training Outputs. The outputs express what we do and who we want to reach.

What We Do

1. Training Needs Analysis. Training needs are determined from the following sources:

- Labour Market Intelligence
- HE Research Agenda – knowledge and skills needs identified through ‘Developing the Workforce’ research projects and also ‘Working More Effectively’ projects that generate change to process, systems or standards and therefore have training needs.

- Guidance agenda – our training will promote our guidance.
- Consultation with professional bodies and forums.
- Consultation with previous participants.
- Consultation with our own experts. Our experts work regularly with the wider sector and gain useful insights about local level training needs and general trends in knowledge and skills gaps.
- HE Conservation projects. These projects can highlight new thinking and techniques which need to be shared with the sector through advice, guidance and training.

2. Prioritisation. We apply four tests to training to determine if they will receive our support:

- It must be targeted to an **audience** identified as a priority.
- The **demand** must be established and relate to changes in government policy, HE corporate activity, LMI or other recognised sector intelligence.
- The **outcome** must show how participants will be better able to apply policy effectively, interpret the historic environment, deploy specialist knowledge of a subject, or practice a specialist technique.
- The **subject** must relate to topics identified as a priority through our programme of advice and guidance and link to national occupational standards.

3. Design & Delivery. We offer our training at varying levels of intensity from short course CPD programmes to work placements and apprenticeships. We use our online training offer to increase the reach of training, augment our face-to-face training and offer opportunities for refreshing and reinforcing learning. All of our training will be subject to an Equality Impact Assessment and comply with equality and accessibility standards.

4. Evaluation

We undertake evaluation of our training up to Kirkpatrick level 4; we use this to inform improvement to training delivery and to determine if new knowledge, skills and behaviours have resulted in change.

Who We Reach

1. Audience

We identify our audience by function rather than employer or job title. Our priority audience includes:

- Non heritage professionals and practitioners whose decision making affects the historic environment – e.g. Town Planners within local authorities, highways engineers.
- Local Planning Authority Historic Environment Services - e.g. Conservation, Archaeological or Historic Environment Records Officers.
- Building and conservation roles working on heritage assets – e.g. conservation architects, surveyors, estate managers, conservation specialists and craftspeople.
- Investigation and research in heritage and archaeology – e.g. archaeological consultants, building historians.

2. Other participants:

- Apprentices and work placements.
- Organisations with a statutory role in the planning process such as amenity societies.
- Ecclesiastical or Faith organisations that are exempt from the planning process but have a role in managing heritage.
- Organisations involved in the protection and management of heritage such as law enforcement officers dealing with heritage crime, or preservations trusts.
- Our online offer is open to all with a heritage interest including owners.
- Through the Heritage Schools Programme we will train and support teachers to develop learning about local heritage and improve pupils' sense of place, potentially inspiring a workforce for the future.

3. Collaborators

In the delivery of our offer we work with:

- Professional Bodies
- Sector experts – individuals and organisations
- Academic Institutes/ Training providers
- Other public sector organisations such as Natural England.

4.9 Training Outcomes & Impact. The outcomes of the Training Strategy define the impact we want to have and the benefits received by participants of our training.

Outcomes		
Short Term	Medium Term	Long Term (Impact)
<p><i>Participants:</i> Demonstrate an increase in knowledge, skills and confidence.</p> <p><i>Employers:</i> There is an increase in take up of our training.</p> <p><i>Partners:</i> Are motivated to engage with our offer.</p>	<p><i>Participants:</i> Demonstrate the application of newly gained knowledge, skills and confidence to the investigation and analysis of the Historic Environment, and will be less risk-averse in decision-making about the management of the historic environment through the planning system.</p> <p><i>Employers:</i> Recognise the benefits of our training offer for their staff.</p> <p><i>Partners:</i> Are satisfied that HE has contributed to workforce development.</p>	<p>To deliver HE Corporate Plan 2018-21 Aim 4: 'Strengthening National Capacity and Resilience of Heritage Sector' through training opportunities which address key knowledge and skills gaps so that people with the right knowledge and skills are available to meet the needs of owners, developers and others.</p> <p>This will result in better decision making, and a better protected and managed historic environment.</p>

5 Governance & Communication

5.1 HE Heritage Expertise Programme Board owns this Strategy.

5.2 Training Network oversees The Training Strategy: Delivery Plan.

5.3 Further information about Historic England's contribution to sector workforce development and our training offer is on the [Historic England Training & Skills Webpages](#) or contact:

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