

# Review of Outreach Strategy 2003-2007 and National Outreach Strategy 2007-2010

“As a group it gave us a sense of community, working with familiar landmarks, seeing extra layers of meaning and understanding our connectedness to local historical sights.”

Participant, ‘Making Tracks’ Photography project, Corby.

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**March 2007**

## 1. VISION

The Outreach Department exists to actively engage new audiences in enjoying, valuing and learning from the historic environment.

Over the next three years the goals of the Outreach team are to:

1. Deliver outreach projects with integrity and creativity which offer participants opportunities to develop themselves
2. Inspire a new understanding of, and relationship with, heritage amongst people who have not traditionally engaged with it, and empower them to explore and present their own heritage
3. Use heritage as a positive tool for building cohesive communities, through projects which bring people together and promote a sense of place and identity
4. Create sustainable outcomes from projects which will have a lasting legacy after EH Outreach involvement ends
5. Act as advocates for engaging new audiences internally in order to embed an understanding of the value of community engagement across EH, recognising that it must be a core value for the organisation rather than the remit of a single department
6. Increase positive public awareness of EH and its Outreach work through working with partner organisations, effective communication with stakeholders and PR
7. Become a sectoral leader in community heritage, producing models of good practice and supporting the sector to engage new audiences
8. Build a strong team with an emphasis on training to support continuing professional development and developing skills within the team
9. Contribute towards sustainable development by creating projects which support communities to promote local distinctiveness, with as little impact on the environment as possible.

“The moment I remember best was one of the sessions where we were discussing the first drafts... I kind of sat back for a minute and thought this is absolutely fantastic. Here we have a group of offenders who have probably never thought about anything like this before and they’ve all been working, they’ve all been contributing and they’ve all been very enthusiastic... this is what we should be doing more of in Community Punishment. “

Veronica Bower-Feek, Sussex Probation Service, on the ‘Revealing Hidden History’ project where offenders cleared and produced interpretation at Tidemills site, East Sussex.

“I thought... that the young are apathetic and indifferent or unruly. But they listened to us with all the attention and care and I was impressed really. And this has corrected my misperception of them as an unruly mob. They’re not. They do listen. They have got potential... The attention and respect they gave us was gob smacking to me.”

Participant from Undivided Indian Ex-serviceman’s Association  
on working with young people from Aik Saath youth group on  
“Remembering Forgotten Heroes” oral history project

## **2. EXECUTIVE SUMMARY**

- 2.1 The National Outreach Strategy 2007-2010 follows on from the first Outreach Strategy 2003-2007.
- 2.2 This document reviews the Outreach team’s achievements to date and sets out the direction it will follow over the next three years. It should be read in conjunction with the nine Regional Outreach Strategies (ROSs).
- 2.3 Each regional Outreach Officer has prepared a Regional Outreach Strategy 2007-2010 which sets out what they have achieved in the first strategic period, including:
  - research into priority areas,
  - outreach projects delivered which met those needs,
  - internal and external capacity building.

The ROSs then set out priorities for future work, which are informed by research into areas of deprivation, as well as other key internal and external regional needs that can be met through outreach work.

- 2.4 The basic methodology for the Outreach team will not change in this strategic period, though we will continue to refine the way we work so it best meets community and internal needs. We will continue to run high quality, experiential projects to engage grassroots community groups with the historic environment, working with people who are under-represented in engagement with heritage: people from Black and Minority Ethnic communities, young people, people on low incomes and people with disabilities.
- 2.5 Further to this, over the next three years, we have identified five new agendas around which we will focus projects in order to meet English Heritage, heritage sector and governmental priorities:
  - Traditional craft skills training
  - Audience development to engage more people from under-represented groups with our sites
  - Sustainable development
  - Bicentennial of the Abolition of the Trans-Atlantic Slave Trade
  - Cultural Olympiad for Olympic and Paralympic Games 2012.

### 3. INTRODUCTION

The Outreach team was set up in 2003 to actively engage new audiences in participating in, learning from, enjoying and valuing the historic environment.

Since then, the Outreach team has delivered more than 200 creative, grassroots community projects across the country which have engaged approximately 150,000 people from communities who traditionally have not had easy access to heritage: people on low incomes, people from Black and Minority Ethnic communities, young people and disabled people.

Projects aim to tackle national issues, such as social exclusion and community cohesion, through local projects which:

- promote a sense of place and identity
- empower people to be actively involved in their neighbourhood
- build stronger communities by bringing different groups together on a project
- enable people to learn more about their community history
- enable participants to share their stories through creative projects
- enable people to learn skills which can be sustained beyond the life of the project, and increase their confidence and creativity
- embed projects locally by working in partnership with local agencies
- encourage a greater understanding of our diverse histories
- broaden the definition of heritage by including what individuals and communities value about their own and the country's past.

The Outreach team divides its time and resources between outreach projects which happen in the community in areas where EH currently has little or no profile, those which take place at English Heritage sites, and, in partnership with the Civic Trust, projects which increase the social inclusion potential of Heritage Open Days (HODs).

“The manner in which the project was organised empowered the women to be increasingly involved in the project and now feel comfortable to undertake such trips within their social circle and family groups.”

Project Director, Well-Being Workshop, on ‘Journeys’ Project, Birmingham

### 4. OUTCOMES FROM STRATEGIC PERIOD 2003-2007

- 4.1 The Outreach Strategy 2003-2007 set out 6 targets that the team was to meet in its first 3 years. The table below sets out these targets and how each has been met:

<b>OBJECTIVE</b>	<b>DELIVERY</b>
Undertake a regional research exercise to track outreach work carried out internally, and research external outreach provision in the heritage sector	<p>Completed February 2004. Results of 6 month internal and external mapping exercise written up in the Regional Outreach Strategies 2003-2007.</p> <p>A second mapping exercise is being undertaken to inform Regional Outreach Strategies 2007-2010.</p>
Develop regional Outreach Strategies which set out projects which will meet regional needs and priorities for outreach	<p>Completed April 2004. Eight Regional Outreach Strategies signed off by cross-Directorate regional teams.</p> <p>Regional Outreach Strategies 2007-2010 to be signed off by April 2007.</p>
Deliver a series of outreach projects which actively engage new audiences in the historic environment, targeting socially excluded communities	<p>2004/5: 38 Outreach projects. 2005/6: 53 Outreach projects. 2006/7: 48 Outreach projects to be delivered.</p>
Develop Heritage Open Days to broaden the diversity of properties opening and the audience that visits the event	<p>2004/5: 18 HODs projects. 2005/6: 25 HODs projects. 2006/7: 37 HODs projects to be delivered</p>
Support DCMS' PSA2 objective to attract 100,000 visits to heritage attractions by new users aged 20yrs and above from 'priority groups'*	<p>People directly and indirectly engaged through Outreach and HODs projects: 2004/5: 54,386 people engaged 2005/6: 46,751 people engaged 2006/7: 49,495 people engaged</p> <p>All Outreach projects directly engage people from DCMS priority groups and young people through grass roots community groups. Many projects have a public facing outcome which indirectly engages many more people. The numbers stated here are only those who meet the PSA target.</p>
Build capacity within the heritage sector by disseminating exemplars of best practice in outreach work and grass-roots engagement in the historic environment.	<p>The Outreach team advises and shares expertise regionally on outreach issues and has created or fed into networks across the sector.</p> <p>Delivered '<i>Your Place or Mine? Engaging New Audiences with Heritage</i>' Conference in November 2006 for 350 professionals across the heritage and cultural sector. See 4.8.</p>

\* Between 2004-6, EH was charged with meeting the PSA2 objective. Between 2006-8, the heritage sector has to meet PSA3, which is defined in 6.1. For PSA2, DCMS defined 'priority groups' as people from Black and Minority Ethnic groups and people on low incomes. PSA3 includes disabled people.

## 4.2 Examples of outreach projects

### 4.2.1 **Working with young people: Stonehenge Rocks**

As the first stage of the implementation of the Outreach Plan for the redevelopment of Stonehenge, the Outreach Officer worked with young people from the army camps local to Stonehenge to engage them with their local historic landscape. They took part in activity days, including music workshops, costume making and weaponry, trips to Stonehenge, Salisbury Museum and the archaeological excavation at Durrington Walls.

### 4.2.2 **Working with disabled people: Nothing About Us, Without Us**

This project, in partnership with the Greater Manchester Coalition of Disabled People, recorded the oral histories of deaf and disabled people in Ardwick, particularly looking at the changing political situation since the 1950s. The testimonies were added to the UK Disabled People's Movement Archive, so that personal perspectives would complement the collection.

### 4.2.3 **Working with BME groups: Apnar Ghar (Our Home)**

British Asian women in Sandwell were trained in oral history to gather stories from women who had migrated to the area from the 1950s onwards about sense of place and the struggle to make a home in a new environment. The material was used as a stimulus to create a site-specific community play by Black Country Touring and Foursight Theatre, which was performed by professional actors and community members to packed audiences.

### 4.2.4 **Working with older people: Hearth and Home, Sheffield**

Clients from two Age Concern day centres – one for people who are physically frail and one for people with dementia – are working on a reminiscence project. Focusing on the area they grew up in, they are working with an artist using photographic and map resources to build up a picture of their lives in the area. Each person will create a book, which will be a useful memory aid in the future for the clients and their families.

### 4.2.5 **Working with Sure Start: Stockton Family Trail**

Working with families from two Sure Start groups in Stockton, this project engaged them with the historic environment of their town centre. The group took pictures of buildings they liked and then worked with an artist/designer to produce an activity book for children based on the trail of the buildings. Use of the activity books by families and schools is very high and this project is now to be used as a model to create a similar activity trail in Skelton.

### 4.2.6 **Working with Travellers: Kushti Atchin Tan (Good Stopping Place)**

Young people from the Romany Gypsy community in Kent explored their culture and heritage through film, learning traditional crafts and oral history. They produced a film which has formed the basis for a resource for secondary school teachers in Kent to support them in exploring Traveller history in the classroom and breaking down some of the tensions between Traveller and settled communities.

#### 4.2.7 **Tackling anti-social behaviour at sites: Bolsover Castle Outreach Project**

A two year project to tackle anti-social behaviour at Bolsover Castle and increase pride in their local historic environment by delivering creative projects has successfully engaged many young people. Projects have included a week of activities during the holidays with workshops in jesting and stone masonry; a project to clear a local graveyard; and a group of young women have created a video about the ghosts of Bolsover Castle, which was shown at the Castle during summer season 2006.

#### 4.2.8 **Using the arts to engage people: Chiswick Community Arts Festival**

The Community Arts Festival took place at Chiswick House and Gardens over a weekend in September 2005. Several months of work with community groups and schools across Hounslow by the Outreach and Education Departments led to a spectacular event enjoyed by over 10,000 people with music, dance, performances, art and family activities bringing the site to life.

#### 4.2.9 **Traditional craft skills: Past Skills for Future Generations**

In partnership with Luton Borough Council and the British Trust for Conservation Volunteers (BTCV), a small group of young people in alternative education are working with BTCV at Luton Hoo Victorian Walled Garden to develop skills in conservation, horticulture and heritage crafts. This is driven by the fact that there is a serious shortage of people trained in these traditional skills in the heritage sector so this project will hopefully encourage a new generation to think about working in this field.

#### 4.2.10 **Working with the criminal justice sector: Hidden History at Tide Mills**

The Outreach Officer worked with Sussex Probation's Community Punishment Unit to clear and re-interpret this site as part of their Enhanced Community Punishment Orders, which aim to involve offenders in projects which increase personal skills and employability. Participants created interpretation for the site, and developed research skills, basic ICT and presentations skills. Sussex Probation continues to work on site, currently on an archaeological survey.

"I'd like to be able to go and see the teachers and like say, this is our film, you know what I mean...I think it makes them think like what our life is really about, what our culture is."

Participant, 'Kushti Atchin Tan', film project with young Romany Travellers

### 4.3 Heritage Open Days projects

The Outreach team works in partnership with the Civic Trust to take the HODs scheme into new communities in areas of the country where there has been little or no previous participation, and encouraging people to open up properties and run activities that represent England's diverse histories.

Over the last three years, a methodology for creating networks of new organisers has been worked up, which enables the Outreach Officers to start the scheme from scratch in a new area and over the next two to three years build the capacity of the community, usually with the support of the local authority, to take over the running of the scheme with less and less input from the Outreach Officers. In many areas a local Steering Group has been set up which now takes ownership for running the scheme.

Areas where the Outreach Officers have introduced Heritage Open Days include:

- Easington, County Durham
- Isle of Wight
- Rugby
- Wolverhampton
- Milton Keynes
- Hull
- St. Ann's, Nottingham
- Stockport
- Cornwall
- Millom and coastal Cumbria

To increase the diversity of properties participating, the Outreach team has concentrated on developing multi-faith trails, bringing people from different faiths to work together to open up their buildings and share the way they use their buildings with the wider community. This promotes the notion of 'interculturalism', defined as being an extension of multicultural working which promotes positive interaction between groupings rather than passive coexistence.<sup>1</sup>

Hindu Temples, Gurdwaras, Mosques, Churches, Synagogues, Buddhist Temples and a Jain Centre have all taken part. In 2003, before the Outreach team began work in this area, 4 faith buildings other than churches took part in HODs. In 2005 the total number was 37 and in 2006 it was 45.

Cities where multi-faith trails have been set up include:

- Wolverhampton
- Bradford
- Cheetham Hill, Manchester
- Leicester.

The Outreach team also runs HODs organisers workshops in association with the Civic Trust to build capacity amongst organisers to plan their event successfully, engage more families and produce effective interpretation and marketing material.

"It was exciting to see a room full of people from such different backgrounds celebrating their own buildings and open to learn about others."  
Participant, 'Our Faith Buildings', film created for Wolverhampton faith trail.

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<sup>1</sup> *Multiple narratives: towards a cultural diversity action plan for museums, libraries & archives in the South West.* MLA SW, 2006.

#### 4.4 Sustaining the benefits

The intention with every outreach project is that the benefits of participation last well beyond the life-span of any particular project. So, for example, participants are left with skills, increased confidence or new mechanisms for working. We have not undertaken a formal longitudinal study of long term benefits of participating (although see section 7.2) but we have been gathering evidence anecdotally about what participants and / or groups have gone on to do once projects have finished.

Next steps taken by participants include:

- Following the success of the first phase of the 'Past Skills for Future Generations' project in Luton giving young people receiving alternative education the opportunity to learn traditional craft skills, our project partner BTCV has been awarded £25K from HLF Young Roots to continue the project in partnership with EH for a further 18 months.
- Encouraged by a very successful event in 2005, community organisers of Heritage Open Days in Millom in West Cumbria formed a steering group to take management of the event forwards. They visited local towns along the coast to encourage them to participate in the event. Three new towns – Kirksanton, Bootle and Waberthwaite – participated in 2006. Further outcomes of the project have also been a year long writing and photography project inspired by the works of local poet Norman Nicholson and the formation of a Norman Nicholson Society with over 100 members which is still going strong and organising an annual community festival.
- A participant from the Foyer Project, which provides accommodation and support for young homeless people, went on to study for an A level in archaeology after taking part in the Groundwell Ridge community archaeology dig in Swindon.
- Members of Aik Saath youth group in Slough were so affected by their work with the Indian Ex-Servicemen's Association on the *Remembering Forgotten Heroes* project – an oral history project exploring memory and memorial – that they successfully applied to the HLF for a Young Roots grant to continue this intergenerational work with elders in their community exploring issues around Partition.
- As part of a creative reminiscence project with the Carers Centre in Newcastle, Photography, Creative Writing and Culture and Heritage Groups were set up for the project. Since the project ended in 2005, the groups are still going and continuing to organise trips to heritage sites and creative projects for the elderly users of the Centre.
- A group of young people who had been excluded from school have been involved in a project with EH Outreach and the Youth Inclusion Officer at Redcar Library. They decided that they wanted to work on oral storytelling and spent the summer in 2006 creating stories about the history of the Tees Valley. Although this phase of the project has finished, the group still meets regularly at the Library and the model of the project has been picked up by Skelton Library, who are planning to undertake similar work.

#### 4.5 Sponsorship in kind

In total the Outreach team levered in over one million pounds in funding and sponsorship in kind – a total of £1,106,687.

This includes successful funding bids, such as £25K from HLF Young Roots for the LAFS Project with young people with Learning Disabilities at Witley Court and the same for the Partition Project with the Aik Saath youth group in Slough; £45K from the Historic Environment Regeneration Scheme for the creation of the Middlegate Community Heritage Garden in Great Yarmouth; £180K for engaging young people with heritage volunteering in the South West from V in partnership with the National Trust; and £70K from the Arts Council for the Contemporary Arts in Historic Places project in the East of England.

The sum also includes staff time and resources committed to projects by partner organisations, which is invaluable support for projects and represents the commitment by partners to the projects on which we are working together.

#### 4.6 Supporting the creative economy

We have created approximately 165 short, medium and long term paid job opportunities for artists, youth workers, craftspeople, oral historians and project managers. Many of these people had not previously worked on a heritage project, so we have increased their skills so they can transfer their experience into this field.

#### 4.7 Internal capacity building

The Outreach team has worked in the last three years to advocate that EH as a whole takes positive steps towards increasing access to heritage by traditionally excluded groups. As well as working with on regional projects instigated by other departments to build in community involvement, we have also influenced the organisation on a national level by:

- Producing a Visitor Operations Staff Training DVD on Disability Awareness – made as a result of consultation with disabled people on the ‘Access to Witley Court’ project, and produced with them. This training is now rolled out to all members of Visitor Operations as part of their new season training.
- Oral History Strategy – working alongside the Curatorial team, organisational OH Strategy and Guidelines have been produced in order to streamline the ways departments carry out, use and process oral history recordings.
- Monitoring National Capacity Building Grant Fund recipients – to ensure that their work engages new audiences with the historic environment, including: the National Anglo-Jewish Heritage Trail and the Civic Trust.
- Disability Equality Statement – representation on the working group responsible for writing the DES, a duty required of us by government under the Disability Discrimination Act.

- Encouraging more EH properties to open for Heritage Open Days – over 60 sites took part in 2005 (every site opened in 2006 as part of the History Matters campaign) which reinforces EH’s commitment to HODs as the funder of the scheme and demonstrates the value of free entry to encourage diverse audiences to visit.
- Outreach in the North Territory has been involved in internal capacity building in the Properties and Outreach team, supporting colleagues in outreach initiatives and engaging them in diversity development work such as staff training and recruitment. Together with Outreach, Visitor Operations staff are researching their local communities and identifying groups in their area. From this research a number of groups will be invited to visit EH properties and will take part in an evaluation reflecting on their accessibility.
- Supporting the Archaeological Commissions team to administer the Aggregates Levy Sustainability Fund by assessing applications received in terms of their outreach content or potential. In addition, the Outreach team has run seminars for applicants on how to run community heritage projects.

#### 4.8 Supporting the sector to engage new audiences

Each Outreach Officer is involved in regional capacity building work, either through chairing, being permanent members of or presenting to regional fora and networks relating to diversity, audience development or community heritage.

On a national level, the Outreach team is committed to supporting the sector. In November 2006, the Outreach team ran the ‘*Your Place or Mine? Engaging New Audiences with Heritage*’ Conference in partnership with the National Trust. This was a major, national event which brought together over 350 policy makers and practitioners from heritage, museums, cultural and community organisations to learn new skills, network and debate the big questions that engaging new audiences with heritage challenges us to explore: Whose story are we telling? Do we need to redefine ‘heritage’? What do roots, identity and sense of place mean in today’s society? Practical workshops covered topics from how to engage young people with heritage to understanding the needs of different cultural groups.

One of the major outcomes of the Your Place or Mine? Conference was the creation of the blog website ([www.english-heritage.org.uk/yourplaceormine](http://www.english-heritage.org.uk/yourplaceormine)). It is both a record of the conference and a place to continue the debates begun at the event. It includes summaries of the key debates, reports and downloadable handouts from the practical workshops, audio interviews with speakers and photos. It is interactive as it allows immediate comment / discussion from visitors to continue the debates started at the event. November 2006 to February 2007, the blog site has had 8547 visits.

As the outcomes of the conference are analysed over the coming months, they will inform future directions for the Outreach team (see section 6.3.2).

“Great conference – at times made me think, other times made me angry (particular speakers!), other times made me confused. But never bored! Well organised with lots of passion shining through from all involved’

*Your Place or Mine?* delegate

“My reaction was what a fantastic piece of work! I think for me why it is so significant is that it is true, it is based on the stories of ordinary women, telling their stories, telling of their experiences, and that makes it even more powerful. I really do think it’s been an excellent production. The basis of it is the story of those women, and that, for me, is the important thing”.

Silvia Heal MP, on performance of ‘Apar Ghar’ (Our Home), Wednesbury

## 5 CONTEXT FOR OUTREACH WORK

### 5.1 *Internal corporate directives*

#### 5.1.1 Learning Strategy

In October 2005, English Heritage launched a new strategy for Learning to support the 5-year Strategic Plan. This provided a vision for integrating our learning programmes at over 400 historic sites in our care, through wider engagement with the public, and through working with partners. From 2005-10, learning programmes will be expanded in the following key areas:

- Community learning
- Schools and other education groups
- Family and adult learning

#### 5.1.2 Making the Past Part of our Future: English Heritage Strategic Plan 2005-2010

This sets out the six strategic aims which EH is committed to meeting. Within these aims there are 233 targets that EH will deliver; Outreach is responsible for meeting 5% of these targets over the strategic period. In recognition of the fact the outreach cuts across much of the work of the organisation, the targets we are charged with meeting fall into 4 of the 6 strategic aims. The sub-aims which outreach targets fall into are:

- 1C: Make sure our professional expertise and knowledge is more accessible to others who need it
- 2A: Provide better evidence of the importance and value of the historic environment
- 2C: Engage with key stakeholders on issues affecting, or affected by, the historical environment
- 4C: Provide support and guidance to other organisations engaged in the care, study, and promotion of the historic environment
- 4D: Use our role in the planning process to develop appreciation of the historic environment and its relevance to sustainability, planning, and design of new development
- 5B: Broaden access to the historic environment and engagement with diverse communities
- 5C: Stimulate access, interest and enjoyment through the sites and collections in our care

For a full list of the outreach targets which will meet these aims, see appendix A.

### 5.1.3 English Heritage Funding Agreement

The Funding Agreement Delivery Plan is agreed between English Heritage and the Department of Culture, Media and Sport (DCMS). It highlights the most critical activities that EH is committed to delivering for the period of the Agreement and those which make a major contribution to Government objectives.

The work of the Outreach team feeds into meeting 2 of the 25 targets:

<b>Primary activities</b>	<b>Outcomes/ Deliverables</b>	<b>Performance measures/ targets</b>
<b>19</b> Increase visits from priority groups to EH sites	Contribute to DCMS PSA3 target to increase the take-up of cultural events and sporting opportunities by adults and young people aged 16 and above from priority groups (defined as people aged 16 or above with a physical or mental disability, from black or minority ethnic groups, or people in socio-economic categories C2, D and E), by increasing the number visiting designated historic environment sites by 3% by 2008	Deliver a minimum of 40 outreach projects per year which engage a minimum of 30,000 people from DCMS priority groups per year (5B3)
<b>20</b> Support the rest of the historic environment sector to increase visits from priority groups to historic sites		Deliver a minimum of 25 Heritage Open Days outreach projects per year aimed at broadening participation in the scheme, in partnership with the Civic Trust (5B7)

### 5.1.4 PSA3 Delivery Plan

This document sets out EH’s commitment to meeting the DCMS Public Service Agreement 3 – the only target we are set by government: “To increase the number of people aged 16 and above from priority groups by 2008 visiting designated Historic Environment sites by 3%. Priority groups are defined as people from black and minority ethnic groups, people with a limiting disability and those from C2DE socio-economic group.”

The document sets out 11 targets which EH must meet; Outreach is responsible for 5 out of these 11. For full list of all Outreach PSA3 delivery targets, see Appendix B.

## 5.2 *Government drivers for Outreach*

### 5.2.1 Department for Culture, Media and Sport

English Heritage is sponsored by DCMS, which has overall responsibility for heritage policy in England. DCMS supports and promotes the widest access to excellence in culture including in the built and historic environment, especially for those with a history of lower participation in cultural opportunities.

DCMS has Strategic Objectives to:

- i) “increase and broaden the impact of culture and sport, to enrich individuals’ lives, strengthen communities and improve the places where people live, now and for future generations, “

ii) “further enhance access to culture and sport for children and give them the opportunity to develop their talents to the full and enjoy the benefits of participation.”

The Outreach team meets these objectives by opening up access to the historic environment to traditionally excluded groups, including young people. Through projects, we seek to increase skills, provide new opportunities to enjoy our rich heritage, and enable people to experience the environment around them in a new way.

### 5.2.2 Department for Communities and Local Government

The remit of DCLG also impacts greatly on the work of EH, in particular its emphasis on building sustainable communities:

“Communities and Local Government is working to create thriving, vibrant, sustainable communities that will improve everyone’s quality of life. A sustainable community is a place where people want to live and work now and in the future.”

The work of the Outreach team ties into the agenda of sustainable communities as the grass-roots projects we deliver are about offering all those elements identified as vital to creating active, inclusive and safe communities. In particular: a sense of community identity and belonging; tolerance, respect and engagement with people from different cultures, background and beliefs; opportunities for cultural activities; and social inclusion.

Outreach projects promote a sense of place and identity and encourage a greater understanding of our diverse histories. They empower people to participate actively in their neighbourhood through creative projects, enabling them to learn more about their local history, share their stories and increase understanding by bringing different community groups together.

“When I came to the site on the visit in March, I thought it was just a pile of old stones. Now I have been involved in the project and know more about the history, I’d really like to come back and visit again.”

Participant, ‘Whispers on the Walls’ youth drama project, Farleigh Hungerford

## 6. STRATEGIC OBJECTIVES: 2007 – 2010

### 6.1 Outreach team objectives 2007-2010 overview:

	<b>OBJECTIVES</b>
1.	Produce 9 Regional Outreach Strategies 2007-2010 incorporating research into internal and external regional needs and setting out outreach projects which will meet these needs.
2.	Deliver a minimum of 40 outreach projects per year which actively engage new audiences in the historic environment, targeting under-represented groups: people from Black and Minority Ethnic communities, young people, people on low incomes and people with disabilities.
3.	Of these 40 projects, produce a minimum of 3 projects over the strategic period 2007-2010 which deliver against each of the new outreach agendas: <ul style="list-style-type: none"> <li>○ Traditional craft skills</li> <li>○ Audience development to engage more people from under-represented groups with our sites</li> <li>○ Sustainable development</li> <li>○ Bicentennial of the Abolition of the Trans-Atlantic Slave Trade</li> <li>○ Cultural Olympiad for Olympics and Paralympic games 2012</li> </ul>
4.	Develop a minimum of 25 Heritage Open Days projects per year which build the scheme in new areas, support new organisers and broaden the diversity of properties opening for the event
5.	Monitor and evaluate outreach projects to ensure they are meeting objectives
6.	Support DCMS' PSA3 objective to increase the number of people aged 16 and above from 'priority groups' by 2008 visiting designated Historic Environment sites by 3% by engaging 30,000 people from priority groups each year
7.	Build capacity internally by supporting EH departments to engage communities.
8.	Build capacity within the heritage sector by disseminating exemplars of best practice in outreach work and grass-roots engagement in the historic environment, in particular through creation of an online professional networking website to enable people across the sector to communicate.
9.	Communicate effectively with government and internal and external stakeholders to raise awareness of the distinctiveness, quality and scope of Outreach programmes through timely reporting, advocacy, marketing and strategic representation.

## 6.2 Consolidating departmental working

We have demonstrated the value of the way that the Outreach team works over the last three years. We have consistently exceeded our targets, received excellent reports from DCMS, and been used an exemplar of good practice by several national and local organisations, including the Department for Constitutional Affairs, the Civic Trust, the West Focus Health Network and the Anglo-Jewish Heritage Trail.

We have also won several awards for projects, such as a Sure Start award for the 'Journeys' project in the West Midlands and a Landscape Institute Award for 'Easy Access to Historic Landscapes' which included an Outreach case study and CD Rom for work at Witley Court on consultation with people with disabilities.

The Peer Review of EH in June 2006 stated that:

"The work being done by the outreach and access teams was singled out for praise, as was the redirection of resources into this work since modernisation."<sup>2</sup>

For these reasons, it was decided that our basic methodology would not change over the next strategic period. Rather, it is important that we consolidate the work of the previous three years as the team is still relatively new. We will build on what we have learnt over the last three years to inform and refine the way outreach and HODs projects are developed and delivered, learning from both successful and less successful projects to develop models of good practice which can be used across the country.

Importantly, the heritage sector led by English Heritage is charged with meeting the DCMS PSA3 target to increase the number of adults and young people aged 16 and above from priority groups visiting designated Historic Environment sites. These priority groups will continue to be the target groups with whom we work, in order to support the sector to meet this objective. We will, of course, also continue to work with young people even though they do not count towards the PSA3 target as it is vital for the future sustainability of the historic environment that the next generation is interested and involved in their heritage.

We will continue to develop grass-roots community projects. Each is unique as they are developed in a particular local context, but which all demonstrate common features:

- *Consultation and collaboration with participants:* All our projects are developed collaboratively with communities so we can listen to what their needs are, what stories they want to tell, what skills they want to learn and help make this happen. We use as broad a definition of heritage as possible so groups' and individuals' sense of what is important and meaningful about the past can be explored.

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<sup>2</sup> Peer Review of English Heritage – Summary of Findings and Recommendations June/July 2006, p.7

- *Partnership working:* We work in partnership with agencies from Local Authorities to local museums, Age Concern to the Probation Service to embed projects locally, to ensure that relevant projects are delivered and sustained, to maximise resources, and to build EH's reputation with influential partner agencies.
- *High quality experiences:* We aim to develop projects which are high quality and experiential, which make an impact on people's lives. While this usually involves working with small numbers of people, participants gain more from this intensive experience than a superficial engagement with a project or historic site involving many more people.
- *Sustainability:* while we are in the enviable position of being core funded and permanent, and therefore able to work in the same area over a number of years, every project will have an end point. At the outset of each project, we aim to build sustainability into the project so that when our involvement with it ends, we have left something behind which will be of future value to the participants and / or the community.

### 6.3 *Internal and external capacity building*

#### 6.3.1 Internal capacity building

Building capacity internally to enable other departments to work with communities is a key task that the whole team will continue to undertake. Having the expertise of an Outreach team that works across Directorates with departments such as Visitor Operations, Marketing, Interpretation, Operations and Historic Areas Advice, has played a part in a cultural shift in English Heritage's corporate thinking.

But, there is still some way to go before we are an organisation which has embedded into all its work –

- A recognition of the value of consulting with communities on our decision-making processes, such as over Heritage Protection
- An understanding of why we should be making our sites accessible to all by presenting a more inclusive interpretation of our diverse histories
- Developing a workforce which reflects the diversity of contemporary British society.

The Outreach team will continue to work with colleagues, in particular the Head of Social Inclusion and Diversity to advocate for internal change.

Targets for 2007-2010 are:

- Working with Creative Services on a consultation exercise to test the accessibility of new site signage with people with disabilities
- Producing a pilot for Visitor Operations Training at Kenwood House in cultural awareness
- Jointly guest-editing summer 2007 edition of Conservation Bulletin on the topic of broadening access to heritage.
- Instigating discussions relating to how EH can approach workforce diversity.

### 6.3.2 External capacity building

As well as outreach and HODs project delivery work, the role that the team plays in supporting and advising the other national, regional and local organisations on outreach will continue.

Nationally in terms of English Heritage's role as the lead agency in the built environment sector and in its role to support other organisations to meet the PSA3 target, the Outreach team will create an online professional networking website – [www.english-heritage.org.uk/ourplace](http://www.english-heritage.org.uk/ourplace) – a resource which will enable people working in community heritage to make contacts, hear about good practice case studies, and share ideas.

Following on from the *Your Place or Mine?* Conference, the most important follow-up that delegates wanted was more chances to network. The website will be the long terms legacy of the conference.

The 'Our Place' website will be an interactive, multimedia resource that will work for the heritage sector as a place to come for information about running community based heritage projects. It will be a place for people to network virtually with other professionals, find project partners, highlight events, find suppliers and freelancers, discuss issues and problems in forums / blogs and create their own smaller, possibly regional, groups as they need. The website would also contain links to good practice case studies and toolkits.

"It's made me realise there is more to heritage than just large old houses"  
Participant, Carer's Centre, Newcastle on 'Carers Heritage and Culture Project'

### 6.4 *Developing departmental objectives 2007 – 2010*

While our basic methodology will continue, internal and external discussions have highlighted new national priorities. We will develop work which meets five new agendas:

#### 1. Traditional craft skills and training:

A major issue for the heritage sector is the shortage of people trained in traditional craft skills, such as dry stone walling, hedge-laying, stone masonry<sup>3</sup>. Outreach will be part of the solution by working with hard-to-reach groups to open up opportunities to learn about traditional crafts, followed up with signposting to further training or a career. We have already successfully run projects teaching dry stone walling to young offenders and traditional horticulture and conservation to young people excluded from school.

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<sup>3</sup> 'Traditional Building Craft Skills – assessing the need, meeting the challenge'; National Heritage Training Group, 2005

This work will feed into the partnership between EH and Construction Skills, the Sector Skills Council for construction. EH with other heritage bodies and Construction Skills have formed the National Heritage Training Group (NHTG) which has responsibility for implementing a strategy for training and skills provision, to meet the demands of the traditional building crafts sector. While most of its work is aimed at encouraging people with NVQ level 3 and above into traditional skills, the Outreach team's work complements this by focusing attention on young people yet to reach this level.

NHTG will be offering advice to young people on outreach projects in order to offer them further guidance towards a career in traditional craft skills.

## 2. Audience development:

The historic sites we open to the public still have predominantly white, middle class, middle aged visitors. While the remit of the Outreach team is to engage people with the historic environment in its widest sense, and taking the community rather than the place as the starting point for work, we are still committed to developing projects which encourage a more diverse audience to visit the properties in EH's care.

Over the three years of the strategic period, the Outreach team will develop projects which will build good relationships between sites and their local communities, both in outreach projects and particularly leading up to Heritage Open Days. For example: developing projects which engage new family audiences through national government programmes such as Sure Start. Sure Start is the government programme which aims to deliver "the best start in life for every child".

We will run pilot projects with groups, such as parents and children at Sure Start Children's Centres, in areas which rank highly on the Indices of Multiple Deprivation – to meet our agenda of working with people on low incomes – and which are near to an EH site – ideally ones where the Education team has developed family friendly resources.

The aim of these projects is to feed into the government's agenda of tackling poverty, in particular reducing child poverty, and building strong communities, as well as creating sustainable positive relationships between local communities and EH properties.

By the end of this strategic period 2007-2010 we hope to have a good range of case studies which we can then roll out to other areas in the future.

## 3. Sustainable development and local distinctiveness:

Sustainable Development is: 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'<sup>4</sup>.

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<sup>4</sup> The World Commission on Environment and Development report, 1987

English Heritage's activity contributes to sustainable development's three strands: economic, environmental and social.

The Outreach team is committed to working towards Sustainable Development, both in terms of the projects we develop and our day to day working practises: we aim to demonstrate best practice in terms of energy and resource efficiency to minimise our impact on the environment.

Outreach will deliver projects with hard to reach groups which:

i) build sustainable communities through empowering people to participate actively in their neighbourhood, creating new opportunities for cultural engagement and promoting a greater understanding of our diverse histories

ii) promote local distinctiveness through projects which celebrate local history and encourage a sense of place.<sup>5</sup>

In addition to these strategic themes, there are also two major national initiatives that the Outreach team will feed into over the next three years:

#### 4. 2007 bicentennial of the Abolition of the Trans-Atlantic Slave Trade:

March 2007 will be the 200<sup>th</sup> anniversary of the passing of the Abolition Act which made slave trading in British ships illegal. The bi-centenary has high-level government support, and DCMS regards the commemoration of the bi-centenary as a key element for all its sponsored bodies working to achieve the PSA 3 target. Departments across EH are working on projects, research and publicity to tie into the Bicentennial and the Outreach team will deliver community based projects in support of the national programme. While projects will be delivered in 2007, the Bicentennial is a starting point rather than an end in itself, and work with BME communities and exploring aspects of our history which are rarely discussed with community members will continue to be part of EH's work into the future.

#### 5. Cultural Olympiad for Olympics and Paralympic games 2012

The Cultural Olympiad in the four year period leading up to the Olympics in 2012 will include a contribution from the heritage sector as the historic environment was one of the five main themes supporting the original bid. The Outreach team will aim to develop community based projects inspired by the Olympics and Paralympics around the country from 2008/9 onwards, as part of the EH-wide programme of events.

These five new themes will inform projects that we develop over the next strategic period. Not every project will meet one or more of these themes, but we will aim to build up a body of work over the next three years which will enable English Heritage to demonstrate good practice in these areas.

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<sup>5</sup> English Heritage Sustainable Development Strategy and Action Plan, 2006.

"This has been an excellent project for the Youth Offending Team. It has enabled young people who have been involved in offending to make a practical and constructive contribution to designing and building the community garden. This gives them the message that they can learn and have fun while also doing something good for the community".

Karl Hodgins, Youth Offending Team, on  
'Middlegate Garden Project', Great Yarmouth

## **7. EVALUATION**

### *7.1 Qualitative and quantitative evaluation*

Guidelines have been produced by the Outreach team which set out a methodology for evaluating every outreach project. Every project begins with a consultation phase where the suitability of the project is discussed with potential partners and participants. Projects are recorded and monitored throughout to ensure that objectives are being met and to adapt working practices, if necessary.

As projects are completed, a full quantitative and qualitative evaluation is carried out, incorporating feedback from participants, partners, and project workers. Strengths and weaknesses of the project are assessed, and the potential for future development is set out, including how the outcomes of the project will be sustained. Every project will have an evaluation report, with documentary photographs. Some projects will have, in addition, audio and/or video documentation.

### *7.2 Longitudinal evaluation*

If resources become available over the next three years, the Outreach team will look to developing a methodology for an external evaluator to undertake a longitudinal study to measure the impact of participation in a outreach project over time. There are many difficulties of tracking people over a long period, and very few studies have been undertaken which provide solid evidence for the benefits of participation in a community project, and even fewer, if any, which measure this over time but it is an aspiration that we would like to be able to realise.

## **8. Dissemination of work and building public profile**

One of the aims of the Outreach team is to help build the public profile of English Heritage and in particular that of its Outreach work, in order to maximise our impact and communicate our role more widely to sector bodies, partner organisations and community groups.

We will do this by:

- Working closely with Corporate Communications to ensure that the project work gains regional and, if possible, national press coverage
- Producing marketing materials for projects which have a public-facing outcome, and distributing these widely to ensure that we raise awareness about outreach work amongst traditional and new audiences
- Inviting key sectoral opinion-formers and stakeholders to project launches to keep them up-to-date with the work we are producing
- Attending conferences, regional fora and networking opportunities, as delegates and speakers, to discuss outreach work and the role of English Heritage
- Creating a positive profile for English Heritage with external organisations through working in partnership. In particular with organisations who have not worked with EH previously and were unaware of its remit, and bodies such as Local Authorities who may have had negative dealings with EH in the past
- Developing 'Our Place', the online professional networking website and generating consistent interest in it, ensuring that as the 'owners' of the site, EH can work towards its goal of being the lead body in the sector and gain maximum profile with users.

"In the first place I feel grateful to English Heritage as they made us feel part of English heritage because of the Indian army's contribution to the war, the places we have visited, the memories that have been erected...And I have really been happy with this experience. I hope that the other members have also been enriched in their knowledge and they have been given recognition which was not forthcoming in the past."

Participant from Undivided Indian Ex-serviceman's Association on  
"Remembering Forgotten Heroes" oral history project, Slough