

## **1 Appendix Eight – EH outreach strategy**

### **ENGLISH HERITAGE**

### **EXECUTIVE BOARD**

**MEETING: 16 DECEMBER 2003**

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### **OUTREACH STRATEGY**

#### **1. Executive Summary**

**1.1. This paper sets out the Outreach Strategy for English Heritage. It defines:**

- the key objectives for outreach
- the framework for implementing the strategy over the next three years
- the resources required to fulfil the strategy and meet the performance indicators laid out in the EH Funding Agreement with DCMS.

#### **2. Summary of Recommendations**

**Executive Board is invited to:**

**2.1 Endorse the Outreach Strategy by accepting the objectives of the Outreach Department and the methodology for meeting these objectives.**

#### **3. Vision**

**3.1 *Coming of Age* states that English Heritage is the champion of England's historic environment. We exist to encourage people to understand, value, care for and enjoy the historic environment – both through our sites and through wider programmes of education and outreach.**<sup>1</sup>

**3.2 Outreach work which engages new audiences in the historic environment will act as a catalyst for the virtuous circle (figure 1), ultimately promoting the sustainable future of the historic environment and its enjoyment by present and future communities.**

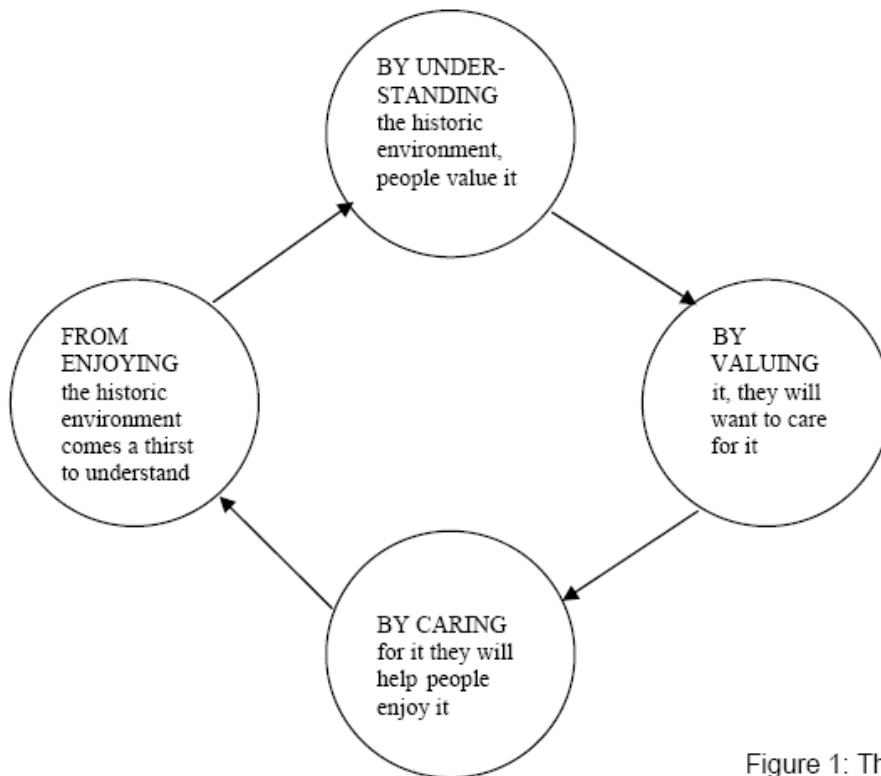


Figure 1: The virtuous circle

3.3 The Education, Events and Outreach Strategy (March 2003) emphasises the importance of outreach in achieving this virtuous circle. It provides a vision for engaging with communities in order to generate pride and interest in local places, and for maximising the potential of outreach work by developing internal and external partnerships. It also stresses the need to understand the diversity of local communities and to find out what they value about their historic environment.

3.4 *Heritage Counts 2003* states that one of the greatest challenges facing the sector is the perception that ‘heritage’ is elitist and irrelevant to many sections of society. Outreach is about engaging communities who feel excluded from the heritage sector and breaking down these perceptual barriers.

3.5 We seek to understand, and enable others to understand, the rich and diverse history of England. By working with communities we will create a more inclusive definition of heritage which allows personal, local and cultural perceptions of what is important about the historic environment to be valued alongside traditional definitions. By appreciating different notions of heritage, we can celebrate the richness of multicultural England.

3.6 By 2006, the Outreach Department will have produced exemplars of best practice in grass-roots community engagement in the historic environment across the country. We will share and disseminate these project methodologies and their evaluation across the organisation and the sector. In doing so, we aim to build capacity across the wider heritage community and reinforce EH’s wider leadership role.

#### 4. Introduction

4.1 The Outreach Strategy lays out the overview of what outreach means for English Heritage, what role the Outreach Department will play in the organisation, the Department’s objectives for the next three years and the methodology for meeting these objectives.

4.2 Outreach is a new department with a staff of eight Outreach Officers under the Head of Outreach created with the strategic aim of “Increasing our capacity for outreach by developing a network of external partners and working with communities.”<sup>2</sup>

4.3 The Outreach Department is in a position to forge EH policy and practice in line with internal and governmental objectives to produce examples of best practice in community engagement with the historic environment. Clear objectives and targets from the start will enable us to define the work that we will be able to achieve with the staff and resources available.

## 5. Definition of Outreach

5.1 The word ‘outreach’ means different things to different people and organisations<sup>3</sup>. For English Heritage, ‘outreach’ will be broadly defined as work which actively engages with new audiences in participating in, learning from, enjoying and valuing the historic environment.

## 6. Outreach Department objectives

6.1 Over the next three years, the Outreach Department will:

- Undertake a research and mapping exercise to track outreach work already carried out in EH, and research external outreach provision in the heritage sector in each region
- Develop regional Outreach Strategies which set out projects which will meet regional needs and priorities for outreach
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- Deliver a series of outreach projects across the country which actively engage new audiences in the historic environment, targeting socially excluded communities defined by DCMS as ‘priority groups’ (see section 8.2)
- Develop Heritage Open Days to broaden the diversity of properties opening and the audience that visits the event
- Support DCMS’s PSA objective to attract 100,000 visits to heritage attractions by new users aged 20yrs and above from ‘priority groups’
- Build capacity within the heritage sector by disseminating exemplars of best practise in outreach work and grass-roots engagement in the historic environment.

## 7. Internal and external drivers for Outreach

### 7.1 English Heritage Funding Agreement 2003/4 – 2005/6

7.1.1 The Funding Agreement reflects the objectives of the Department of Culture, Media and Sport (DCMS) and the Office of the Deputy Prime Minister (ODPM), and obliges EH to deliver a number of key performance indicators (KPIs).

### 7.2 Statutory and internal drivers

7.2.1 From central government objectives, through the DCMS and ODPM, to EH’s corporate aims, there are clear objectives for developing outreach work which supports sustainable communities, increases access, and increases levels of social inclusion.

7.2.2 As a Non Departmental Public Body funded by the government, EH contributes directly to government objectives of promoting sustainable development by:

- improving the quality of life for the country’s citizens - as individuals and as communities
- reducing inequality.

7.2.3 Within these central objectives, DCMS has four strategic priorities of which two are relevant to the work of the Outreach Department:

- enhancing access to a fuller cultural and sporting life for children and young people and giving them the opportunity to develop their talents to the full
- opening up our institutions to the wider community to promote lifelong learning and social cohesion.

7.2.4 Although DCMS are our major funders, the Quinquennial review concluded that EH's statutory objectives encompass a wider purpose than that covered by the DCMS agenda and that our work reflects ODPM and DEFRA objectives as well.

7.2.5 ODPM aims for thriving, inclusive and sustainable communities in all regions through three objectives, of which two are central to the work of the Outreach Department:

- Work with the full range of Government Departments and policies to raise the levels of social inclusion, neighbourhood renewal and regional prosperity
- Deliver effective programmes to help raise the quality of life for all in urban areas and other communities.

7.2.6 EH's corporate aims reflect its requirements and responsibilities under this statutory framework. The second of three corporate aims in 'Coming of Age' states that EH will:

- encourage people to understand, value, care for, and enjoy England's historic environment - both through our own sites and wider programmes of education and outreach.

7.2.7 *Coming of Age* also details the remit of the new Properties and Outreach Directorate. Within its stated aims is the obligation to:

- ensure that English Heritage's education and outreach delivery is recognised as the model for the sector.

7.2.8 The Education, Events and Outreach Strategy states that the Outreach Department will be set up with the strategic aim of:

- Increasing our capacity for outreach by developing a network of external partners and working with communities.

7.2.9 The Outreach Department will fulfil these statutory and internal objectives by working directly with communities and developing sustainable projects which actively engage new audiences in the historic environment.

7.2.10 By celebrating personal, local and cultural perspectives on the historic environment, the Department will demonstrate a real commitment to putting into practice the ideas in *Power of Place*<sup>4</sup> and *The Historic Environment – A Force for Our Future*<sup>5</sup>. Central to both of these is the role of communities: understanding their diversity and what they value about the historic environment.

### 7.3 Benefits of outreach work to community groups

7.3.1 Participating in outreach projects has great benefits for the communities with whom we work. These benefits are often hard to measure but this in no way negates the lasting impact that projects can have on participants.

7.3.2 Participation in projects can raise self-esteem, confidence and aspirations, and stimulate creativity. They can give people a voice and an opportunity to share their stories. Projects may have an educational element or teach new skills which can be sustained beyond the life of the project.

7.3.3 Outreach projects can build community cohesion as barriers are broken down between sectors of the community by sharing an understanding of each other's history and culture, and working together on practical projects.

7.3.4 Exploring the local historic environment through outreach projects should lead to a greater understanding of local history, and an enhanced sense of place and identity. It can increase the value that communities place on their local environment and their appreciation of the impact of people on places, particularly in terms of protecting the historic environment. For example, they can be empowered through a greater understanding of the planning processes which affect its future.

#### 7.4 Benefits of outreach work to English Heritage

7.4.1 Not only does outreach work benefit the participants of projects but it also enriches English Heritage as an organisation. Outreach challenges us to look at what we do, why we do it, and who we do it for when faced with groups with different priorities, needs and perspectives to our traditional audience.

7.4.2 Dialogue and active engagement with new audiences can help us understand why certain sectors of the population are not traditionally involved in the work that we do. This knowledge can inform all aspects of EH's work, for example: in terms of site development, interpretation and marketing to make them more relevant to more people.

7.4.3 By broadening our audience base we can raise external awareness of EH and the work that it does, and create a more positive and inclusive perception of the organisation, particularly with groups who may not have thought we were of no relevance to them and in areas where we have a low profile. Projects can, in the long term, increase visitor figures and diversify the audience that we attract to our sites and events as the profile of history and the historic environment is raised. This can lead to increased membership of EH and other heritage organisations.

7.4.4 Active outreach work with socially excluded communities is vital to keep in line with government agendas and enable EH to tap into funding streams that require a social inclusion element.

7.4.5 Heritage belongs to everyone - as the national body with responsibility for the historic built environment, it is our duty to disseminate our message about its value to as wide an audience as possible.

7.4.6 The historic environment is a finite resource. Outreach can play a part in helping new audiences enjoy, value and invest in it, in a sustained and sustainable way. Without the support and understanding of these future generations, ultimately, the historic environment will be at risk through lack of care and understanding.

#### 8. Defining new audiences

8.1 The outreach projects will target specific communities currently not engaged with the historic environment. Until the initial research and mapping exercise (see section 10.1) is completed, it is not possible to define who these communities will be. However, nationally, the Outreach Department's priorities are to work with communities who have been, or who perceive themselves to be, excluded from the work of cultural institutions such as English Heritage.

8.2 Research shows that our traditional audience is white (97%)<sup>6</sup>, middle class (74% ABC1)<sup>6</sup> and middle-aged (51% 45+)<sup>6</sup>. The Outreach Department will not exclude itself from working with this demographic but our resources will be directed towards new audiences defined by the DCMS as 'priority groups': people from ethnic minorities, people on lower incomes, young people, and people with disabilities.

8.3 In addition, 'Developing New Audiences' carried out for the Heritage Lottery Fund identified the following 'missing' audiences from the built heritage – teenagers, young adults, older people, ethnic minorities, people with disabilities, people without cars, unemployed people, and people from low-income households. The Outreach Department aims to work with these target groups.

8.4 Decisions will be made on the basis of the internal and external research of local needs and priorities (see section 11) to determine which new audiences will be targeted in each region.

## 9. Outreach Department work

9.1 The work of the Outreach Department is divided into two parts, which overlap and inform each other. The division of time apportioned to each part of the work will vary throughout the year, depending on deadlines and priorities.

9.2 50% of time will be spent on English Heritage outreach work.  
50% of time will be spent on Heritage Open Days.

### **English Heritage outreach work**

#### 10. Research and consultation

##### 10.1 Internal mapping exercise

10.1.1 There has never been a thorough-going review of all English Heritage's outreach work, which has happened throughout the organisation, though often in an ad hoc, non-strategic way.

10.1.2 Each Outreach Officer will undertake an internal mapping exercise in their region to track all outreach work that has been carried out by EH. They will consult all staff who have worked with communities, currently and in the past, from all parts of the organisation.

10.1.3 By mapping this work, the scale of work already achieved will be recognised and it will reveal the communities with whom we have worked previously, how this work was carried out, by whom and with what outcome.

10.1.4 The survey, to be completed by January 2004, will be used to inform the direction of the Regional Strategies in terms of highlighting where the Outreach Officers could support outreach work that is already being carried out by other departments, and identifying the gaps in outreach provision so far.

##### 10.2 External networking and consultation

10.2.1 The Outreach Officers will research the existing provision for outreach in the region by external bodies in the heritage sector, and the local needs and issues of the different communities that make up the population in the region.

10.2.2 They will familiarise themselves with:

- Community groups
- Relevant Local Authority departments, including community liaison workers
- Youth Service, Regeneration, Arts etc.
- Regional Museum, Library and Archive Councils
- Community workers in other organisations, e.g: museums, libraries
- Black Environment Network
- Community arts providers
- Regional Arts Board
- Regional Heritage Lottery Fund Development Teams and other potential funders

#### 10.2.3 The Outreach Officers will tap into existing bodies of knowledge and experience

- to learn from people who already work with community groups and identify:
- key partners
- what main community needs are in the region
- what provision is lacking
- what role English Heritage can play in meeting these needs.

10.2.4 They will identify priority government initiative areas in each region, for example: Neighbourhood Renewal Areas, to explore ways in which projects could be developed which tie in to government objectives in these key areas of social and economic deprivation.

### 10.3 Other survey work

10.3.1 The work of the Outreach Department will be also informed by external surveys commissioned by EH and other bodies, such as the MORI poll of September 2003 carried out for 'Heritage Counts 2003'. This looks at who visits heritage attractions, who does not, why not and what can be done to break down some of these barriers to visiting.

10.3.2 Nationally, the Head of Social Inclusion and Diversity and the Head of Planning and Regeneration are researching ways in which to work effectively with partner organisations to fulfill government agendas of social inclusion and community empowerment. The Outreach Officers will play a role in translating these findings into positive action regionally.

## 11. Regional Outreach Strategy Groups and Regional Outreach Strategies

11.1 The mapping and consultation research will enable the Outreach Officers to identify key areas within their regions where both internal drivers and external community needs can be met by specific outreach projects

11.2 Based on this work, each officer will create a Regional Outreach Strategy which sets out priorities for outreach regionally and outlines the projects that they will carry out which respond to local needs. The Regional Strategies will be written in consultation with the Regional Outreach Strategy Groups (see 11.5).

11.3 These Strategies will enable the department to develop outreach projects that focus on communities within particular areas of need, where a specific contribution can be made, based on EH's remit and skills. Limited staff and financial resources will be invested in projects where the department can have the maximum impact.

11.4 Flexibility will be built into the Strategies to allow for change throughout the year as new opportunities for projects arise and / or immediate re-active projects are needed to fulfill regional agendas. It is recognised that if new projects are built into the strategy part way through the year, other projects will not be possible as the time and resources of the Outreach Officers is limited.

11.5 Cross-departmental Regional Outreach Strategy Groups (ROSGs) have been set up in each region to ensure that the Regional Outreach Strategies reflect the priorities of the whole regional team, to provide a forum to discuss outreach across all Departments and to ensure that the Strategies fit coherently into regional plans.

## 12. Developing outreach projects

12.1 The Regional Outreach Strategies will define a series of outreach projects around the country, which will produce examples of good practice in the sector in terms of:

- new audiences
- grass roots community involvement in the historic environment
- partnership working.

12.2 In the first year, a minimum of one pilot project will be run in each region as dictated by budget and staff resources. The aim is to produce a spread of projects around the country that will demonstrate the range of outreach work that can be delivered, the different outcomes that can be achieved and the impact they can have on the communities with whom we work.

12.3 The list of projects to be managed by the Outreach Department in 2004/5 will not be finalised until the mapping is complete and the Regional Strategies agreed.

12.4 Nationally, there are characteristics which will be key to all the outreach projects:

12.4.1 *Collaboration*: All the projects will be actively engaging, and developed in collaboration with the communities that they will target to meet their specific needs. This will hopefully ensure maximum take-up and responsiveness to the project. It is bad practice to 'parachute' an outreach worker into a community with a ready-defined project, without consulting the community about what their needs are and how EH can best meet them.

12.4.2 *Sustainability*: sustainability will be built into the project objectives from the outset, where possible. For example: providing skills that can be used after the project has ended or putting in place structures that will allow the work developed in the project to be continued after EH involvement has ended, such as enabling groups to set up a local history or civic society on the back of successful participation in Heritage Open Days. Over time, there will be possibilities for the Outreach Department to act as a conduit for peer mentoring where communities who have participated in model projects can be asked to act as mentors for other groups who want to run similar projects, thereby sharing skills amongst peer groups and increasing the capacity for work beyond the capabilities of the Outreach Officers.

12.4.3 *Partnership*: The Outreach Officers will aim to work in partnership with other organisations, such as Local Authorities, community arts providers, key community partners, and organisations such as the Black Environment Network, to develop high quality, relevant projects, and to maximise resources. The work of the Outreach Department will be more successful, more embedded in meeting community needs and potentially better funded if the work can build on or add value to outreach work being carried out by other organisations.

12.4.4 *Evaluation*: A key part of the project design will be evaluation and monitoring to assess the impact that these new projects have on the communities with whom we work, as well on English Heritage as a whole. By clearly defining the objectives at the outset of each project, we will have quantitative and qualitative targets against which to measure the work.

12.5 The Outreach Department may draw on EH's property portfolio, when relevant, for example: as a focus for a project which is encouraging people to have increased ownership over their local historic property. However, the definition of outreach is about getting out into the



community and working with people on their own territory, rather than expecting them to come to us.

12.6 Therefore, unlike the Education Department, whose remit is primarily site-focused for the next two years, the Outreach Department will focus on community-based issues related to the historic environment as a whole, outside of our properties. Although outreach is not about increasing visitor numbers to our properties per se, by raising awareness, understanding and enjoyment of the historic environment as a whole and by making our properties more inclusive and welcoming to new audiences, this will be a long term result, supporting the DCMS's PSA target of 100,000 visits to heritage attractions by new users from priority groups.

### 13. Beacon Projects

13.1 The Outreach Department will develop English Heritage's social inclusion agenda through the Beacon Projects which focus on reaching new audiences, including the Blue Plaques scheme, Groundwell Ridge community archaeology project and Chiswick House and Grounds.

13.2 These three beacon projects have an explicit social inclusion aim as part of their project design. The regional Outreach Officer will work in conjunction with the project team from the outset of project development to develop the outreach element, in a way that has a sustainable, long term impact on the community's involvement with the scheme.

13.3 For example, at Chiswick House and Grounds, outreach schemes will be developed with colleagues in P&O, R&S and the regional team. These will engage the local community in an imaginative way to give them a sense of ownership over the house and grounds. This work will feed into the HLF bid for the redevelopment of the house and grounds from 2005.

### Heritage Open Days outreach work

#### 14. Review

14.1 More than 2,500 properties all over England open to the public free of charge each second weekend in September as part of Heritage Open Days (HODs), a huge national event co-ordinated by the Civic Trust and core funded by EH. HODs is England's contribution to European Heritage Days, a Council of Europe initiative.

14.2 Up to 26,000 local volunteers are involved in opening the properties, attracting over 800,000 visitors over the weekend. As well as free entry to otherwise closed or admission-charging properties, HODs includes hands-on activities, art festivals and exhibitions, concerts, walks and talks on architecture and culture.

14.3 A full-scale review of the way in which HODs are currently co-ordinated by the Civic Trust and funded by English Heritage has been conducted by the Head of Outreach. The review explores all aspects of the processes and operation of the scheme as a way of assessing how it will be managed in the future, particularly taking into consideration the impact of the new Outreach Officers. It explores ways of broadening the range of properties that participate in the event and increasing the diversity of the public who visit.

14.4 The Review was carried out in August 2003, with a report containing recommendations for the future of HODs presented to the HODs Steering Group in November 2003. Changes will be implemented throughout the next year, in time for Heritage Open Days 2004.

## 15. Increasing social inclusion through HODs

15.1 The work of the Outreach Officers will focus on increasing the appeal of HODs to new audiences and making the scheme more socially inclusive.

15.2 This is not just about increasing the number of properties involved in the scheme, as there is a threshold limit to the amount of properties the current system can co-ordinate. Regional targets will be set which focus on small but critical changes to the way the scheme attracts new organisers from different ethnic, social and cultural backgrounds and the impact that the scheme can have on a local area.

15.3 The work may involve:

- building community networks of new organisers
- running a greater number of more focused workshops for organisers, with translation services if necessary
- developing pilot projects in key areas where there is little or no HODs activity currently, working intensively with local groups to open new properties and link them thematically
- building capacity amongst current organisers by providing support and guidance through additional workshops, for example: covering interpreting their building, creating tours that look at the built environment of an area holistically, and developing activities for young people
- creating partnerships between old and new organisers for mentoring and support.

## 16. Evaluating outreach

16.1 The Outreach Department will ensure that all projects developed will have clearly defined aims and objectives at the beginning against which to measure their success.

16.2 One of the difficulties of outreach work is that it is hard to quantifiably measure its success or impact. In the short term it is not measured in numbers of extra thousands of visitors to our properties nor as a percentage increase in membership. Its success can be judged on the impact it has on the communities and individuals at grass roots level who participate in projects.

16.3 Many important benefits of outreach work are intangible, such as increased local knowledge and pride in the area, or raised self-esteem and confidence. Similarly, long term successes of outreach work will be seen in increased engagement in the issues surrounding the protection and valuing of the historic environment and historic properties by new audiences in future generations.

16.4 The Outreach Department will carry out research that looks into ways to measure and evaluate the impact of the projects, building on work already carried out by bodies such as the Arts Council, the Black Environment Network, Participatory Evaluation and Appraisal in Newcastle upon Tyne (PEANuT), and the University of Leicester (Learning Impact Research Project), who have worked on measuring the success of community projects. For example: through facilitated Participatory Evaluation, where participants are given the skills to evaluate the project themselves and articulate the impact that the work has had on them.

## 17. Staff development and capacity building

17.1 The Outreach Officers will be supported in developing new skills and competencies. Working with sectoral leaders, such as the Black Environment Network, tailored training will address specific issues that the Outreach Officers will face as part of their role. For example, working with ethnic groups on heritage projects, managing diversity, developing trust with different communities and working within a multi-partnership approach.

17.2 Further courses will address information dissemination and awareness: Outreach Officers will also receive training to enable them to run internal courses on a range of outreach issues.

17.3 Outreach Officers will also receive training in Heritage Open Days, equipping them to run workshops with local organisers and new community groups to encourage them to participate in the HODs, as well as in specific topics such as providing activities for families and young people, and running a marketing campaign.

17.4 In terms of capacity building within EH, the Outreach Department can act in a support and advisory capacity to staff whose work does, or could, involve working directly with communities, so that high standards for working with communities are met across the organisation and become embedded in all the work that EH does.

17.5 In terms of building capacity within the wider heritage sector, the Outreach Department will disseminate exemplars of best practice in the field across the sector. For example, through publications and conferences over the next three years. We will support, learn from and share best practice with other organisations to ensure that EH plays a leading role at the cutting edge of outreach work in the historic environment sector.

## 18. Cross-departmental links

18.1 The Education, Events and Outreach strategy was launched in March 2003. It sets out a vision for broadening EH's educational offer and enhancing access to, and enjoyment of, the historic environment through integrated programmes of education, events and outreach. In line with '*Coming of Age*', it sets out a series of immediate actions and realignments that are necessary to build firm foundations for English Heritage's education, outreach and events provision.

18.2 In accordance with this strategy, the Outreach Department will be working closely with the Education and Events Teams in order to produce integrated programmes of work that support and complement the work of each department.

18.3 Similarly, they can support and advise on the work of other staff, such as: caseworkers, characterisation teams, curatorial staff and interpretation department staff, where their work does or could impact directly on local communities.

18.4 The Outreach Department will work closely with the Head of Social Inclusion and Diversity to ensure that English Heritage strategy, policy and implementation are aligned. The Head of Social Inclusion and Diversity has responsibility for ensuring that national policy objectives related to all aspects of social inclusion are understood, that organisation-wide work in this area is co-ordinated and that English Heritage as an organisation proactively promotes social inclusion and diversity both internally and externally.

<sup>1</sup> *Coming of Age*, English Heritage, 2003

<sup>2</sup> Education, Events and Outreach Strategy, 1.3.v., 2003

<sup>3</sup> *Outreach – What is it Good For?* – Imperial War Museum, 2002.

<sup>4</sup> English Heritage, 2000

<sup>5</sup> Department of Culture, Media and Sport, 2001

<sup>6</sup> EH Visitor Survey, MORI, 2002