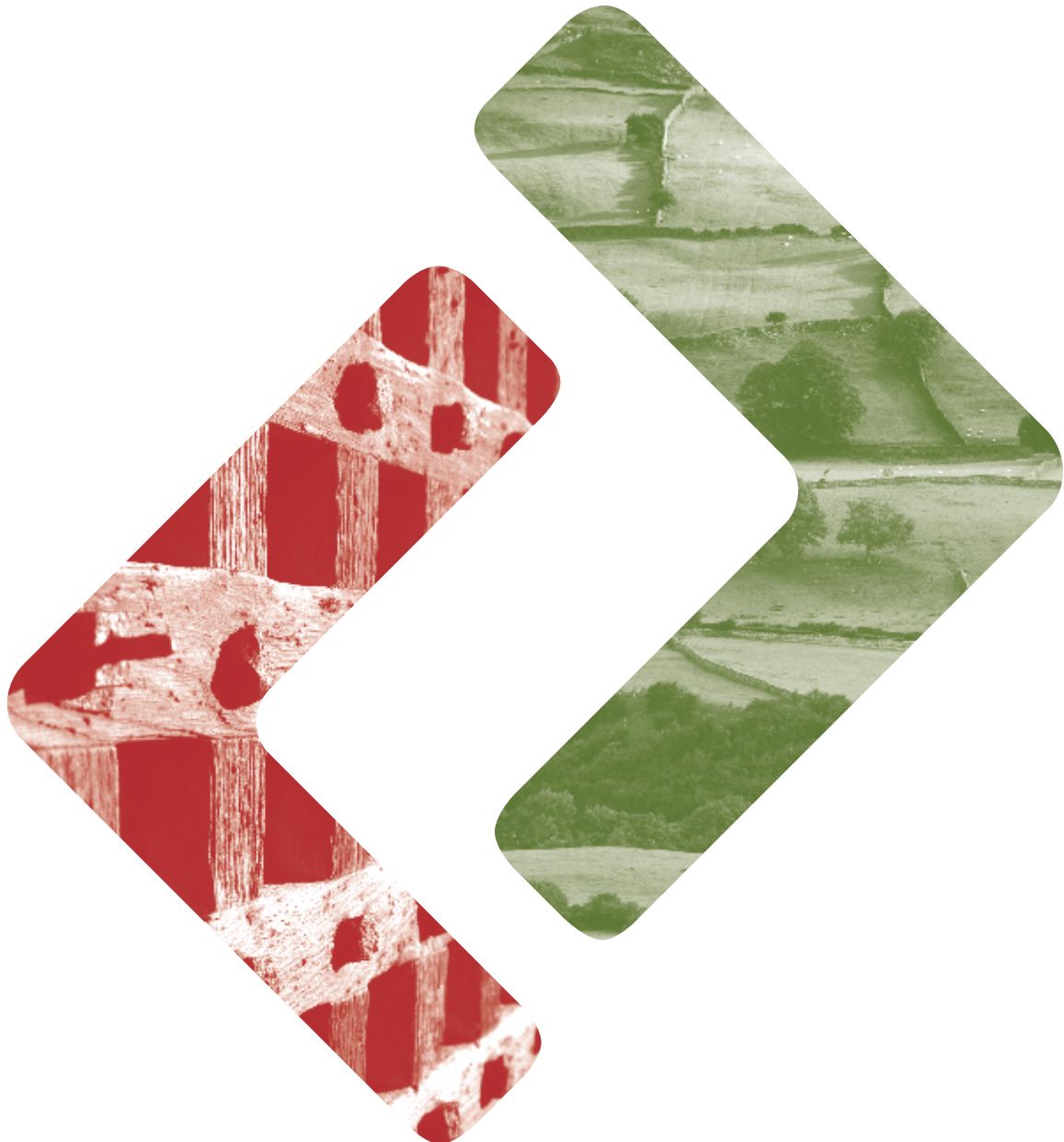


Heritage Link Strategic Plan 2009–12



HERITAGE IS A NATIONAL ASSET

HERITAGE HELPS BUILD SUSTAINABLE COMMUNITIES

HERITAGE ENGAGES MILLIONS OF PEOPLE



Heritage Link's mission is to demonstrate that heritage is a positive force in the 21st century.

Where Heritage Link stands in the heritage sector

- it represents the non-government organisations which own, manage and care for the vast majority of England's heritage
- Heritage Link's member organisations represent interests from specialist advisers, practitioners and managers, volunteers and owners, to national funding bodies and organisations leading major regeneration and access projects
- they are supported by some 4 million members
- the specialised knowledge and expertise built up by member organisations across a huge range of issues is a national resource
- much of this knowledge is contributed on a voluntary basis though the heritage protection regime and other advisory roles for public benefit.

Heritage Link brings together over 75 national and major regional organisations concerned with heritage, making it the biggest alliance of heritage interests in England.

Aims

Heritage Link's remit is to lead the voluntary heritage sector. It will be a strong and independent voice for the sector, influencing and taking the lead with an informed, persuasive and authoritative approach.

Over the next three years, Heritage Link will

- give the voluntary heritage sector a clear voice
- be an authoritative, respected and influential advocate for the sector
- share knowledge and experience across the sector
- be the catalyst for collaborative working in the sector and beyond
- connect heritage with the big issues in 21st century society.

Delivery

Heritage Link will focus on developing its voice and influence, making efficient use of its resources and delivering a higher level of professionalism and effectiveness. There will be additional emphasis on showing how heritage, heritage protection and heritage jobs and skills can contribute to overcoming economic difficulties and in investing in the future for communities and individuals.

The Advocacy Groups bring together specialist members to share their expertise through policy work and capacity building projects. In 2009–12 these will continue to focus on three top areas of concern to members: Spatial Planning, Funding and Social Inclusion. There will be a greater emphasis on using their knowledge to support advocacy work.

Priorities in 2009–12

Clear messaging

- present key messages through a Heritage Link manifesto to opinion formers and decision makers
- brief an incoming government on the contribution of heritage to national life, the national economy and the value of the non-government heritage sector
- target key messages to minimise risks to funding.

More powerful advocacy

- secure the position of heritage and the voluntary heritage sector in the wider cultural, environmental and third sectors
- draw on the expertise and knowledge of members more effectively to support advocacy work
- create a more effective regional and local voice for heritage
- foster relations across all relevant government departments.

Leading collaborative working in the heritage sector and beyond

- develop and deliver Discovering Places in the Cultural Olympiad
- Identify, lead and support collaborative clusters of heritage and other interests
- Increase members' engagement in collective goals through responses to consultations where value can be added by a single coherent response and through a second annual policy forum
- connect and represent membership interests in heritage forums and initiatives.

Sharing knowledge and experience

- develop members' capacity through the Advocacy Groups and other forums
- build on Update's position as the principal source of comprehensive, timely and relevant information for the sector and widen its reach
- develop the website as a respected and widely accessed source of information and good practice.

Optimising organisational effectiveness

- develop and implement a proactive communications strategy
- recruit and appoint a new Chair to command respect through the membership, the heritage sector and beyond
- achieve greater operational capacity and efficiency through larger premises
- increase and diversify funding for core costs
- recruit administrative support to make more efficient use of existing staff resources.



Management

These priorities form the basis of the Annual Workplan. The Plan is drawn up by the Board, on the basis of advice from the Advocacy Groups and following consultation with members at each Annual General Meeting.

The Workplan identifies how these priorities should be delivered for the current year within Heritage Link's financial resources and provides accountability and transparency for members and stakeholders. Major projects are externally funded with a separate management and budgetary protocol to ensure proper control.

Resources

Heritage Link's resources are provided by members' subscriptions, donations and sponsorship, events, contributions to overheads from projects, revenue from the e-bulletin Heritage Link Update and by an English Heritage National Capacity Building Programme Grant 2009–12.

Despite difficult economic conditions, Heritage Link will continue to develop a sustainable funding base by diversifying revenue streams and taking steps to minimise risks to core funding. Significant additional activities and major projects will be undertaken only where a funding source has been identified. Heritage Link will secure dedicated funding to advance members' expertise and interests in heritage protection reform measures and the implementation programme.

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