

Our Strategy for 2012-15

Leadership • Influence • Enterprise

The Heritage Alliance

The Heritage Alliance is the largest coalition of non-government heritage interests in England

The Alliance brings together over 90 major and predominantly national bodies that range from specialist advisers, practitioners and managers, volunteers and owners, to national funding bodies and organisations that lead regeneration and access. They are supported in turn by thousands of local groups and over five million members, with a huge volunteer input at all levels.

Together, these organisations own, manage and care for the vast majority of England's heritage. Their specialist knowledge and expertise across a huge range of issues - from planning to visitor management - is a valuable national resource, much of which is contributed

on a voluntary basis for public benefit. They clearly demonstrate the continuing power of heritage to inspire civic engagement and social responsibility. The Heritage Alliance has become a powerful and respected advocate for the myriad of independent heritage groups in England, but there is still much to be done to achieve the level of influence that is equal to the breadth and depth of their commitment.

This Strategic Plan reflects the ambitions of members, Board, staff and key partners. It will guide everything we do over the next three years, prioritising our time and resources amid competing demands.

Vision

'The Heritage Alliance as the voice of the independent heritage movement'

Mission

To champion a strong and prominent independent heritage sector. That means being a catalyst for the collective influence of the non-government heritage organisations, in order to advance the effectiveness of the heritage movement as a whole. Central to this mission is the Alliance's role in promoting understanding of the value of heritage in contemporary society.

Principles

Heritage is a powerful force in the 21st century. It stimulates economic growth and brings multiple benefits to individuals and communities. Successful places have their heritage at their core. Heritage provides a sustainable foundation for the renewal of local areas and is a significant contributor to UK tourism. Heritage is highly valued for its own sake by people across all parts of society - so much so that it is integral to our well-being. It is key to understanding our national and local distinctiveness. Heritage invites discovery and enjoyment, and helps build community spirit.

- The Heritage Alliance articulates the non-government heritage organisations' unique and crucial role in protecting and promoting our heritage for all
- The Heritage Alliance believes that enjoying and caring for our heritage is of lasting public value for present and future generations
- The Heritage Alliance celebrates the diversity of the heritage movement, valuing the contribution made by thousands of groups, individuals and volunteers.

These key principles provide the starting blocks for three new directions under the next Strategic Plan.

2012-15: the context

Financial crises, coupled with significant changes in the political landscape, demand pragmatism and new initiatives by heritage organisations in order to survive and flourish. We will all be operating in an untried context as the transfer of powers to local communities, drastic cuts in public spending, the shifting boundary between state responsibility and civil society and the use of social media impact on the way we work. In addition to these, heritage needs to be positioned as making a positive contribution to addressing the serious global issues of economic growth and climate change.

With these opportunities and challenges ahead, the Alliance - independent from Government and at the centre of extensive networks - has an even more important role to play.

The Alliance will place more emphasis on

- 1 Promoting public understanding of the social values of heritage
- 2 Extending its membership to a larger number of heritage groups
- 3 Supporting the financial resilience of the non-government heritage bodies.

Strategic Aims

We will deliver our objectives through four strategic areas: developing our advocacy, sharing knowledge and opinion, supporting our members and developing our resources.



The Alliance will

Advocate

- 1 Increase support for heritage in central and local government
- 2 Identify and promote members' shared interests
- 3 Generate new thinking and dialogue on heritage issues.

Share

- 1 Draw on members' knowledge and expertise to influence legislation, policy and guidance
- 2 Support collaborative working and information-sharing between Alliance members
- 3 Explore new patterns of engagement to deepen understanding and commitment, making full use of new social media platforms.

Support

- 1 Build capacity amongst members to champion and engage with heritage through events and on-line resources
- 2 Identify and secure new financial resources for the independent heritage movement
- 3 Promote and embrace partnership opportunities in England, the UK and Europe.

Develop

- 1 Achieve greater representation of non-national and intangible heritage groups
- 2 Refresh and develop information-sharing devices such as Heritage Update, website and social media
- 3 Increase and diversify funding for core costs, including corporate and individual support.

Management and Resources

The Strategic Plan frames the annual Operations Plan drawn up by the Board, with the Advocacy Groups and in consultation with members. It is used to communicate priorities to current and potential members and supporters, stakeholders and funding bodies.

Since 2002, the expectations of members and stakeholders have outstripped the resources available. In preparing the Operations Plan, which monitors the Alliance's core activities under the agreed strategic objectives, the Board is responsible for establishing what the Alliance will lead on or where it will add value, what it will do in partnership with others, what it can empower its members to do themselves, and what should be left to others.

Core activities are funded through the Alliance's resources, which are provided by members' subscriptions, donations and sponsorships, events, contributions to overheads from projects, revenue from the e-bulletin Heritage Update and through the English Heritage National Capacity Building Programme. Projects for the year are funded separately, with separate management and budgetary protocol to ensure proper control.

In addition to this financial support, donations from members in-kind and in terms of time and skills are the essential and fundamental resources in delivering The Heritage Alliance's objectives.

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