

## Cadw Priorities 2011-16

### Cadw's purpose

Cadw is the Welsh Government historic environment service, working for an accessible, well-protected historic environment.

### Cadw's objectives

We conserve Wales's heritage to the best possible standard. We have responsibility for some of the most significant sites in the world.

We help sustain the distinctive character of Wales's landscapes and towns.

We help people understand and care about their place and history - and the place of Wales in the world.

We make a real difference to people's wellbeing in Wales.

### Guiding principles and values

Custodianship – we have a responsibility for the great monuments and historic buildings and landscapes in Wales. We will fulfil our responsibilities to the highest possible standards of professionalism, integrity, environmental responsibility and conservation excellence.

People focus – we are proud to be working for the people of Wales and aim to provide excellent customer service which, in turn, fosters public enjoyment and appreciation of the Welsh historic environment.

Business-minded – we are accountable to Welsh Ministers and the people of Wales for how we use resources, so we are committed to securing best value from those resources and to generate income through business activities to reduce the call upon the public purse.

Leadership – we are the lead body for the protection and the interpretation of the Welsh historic environment. We cannot achieve all that is necessary alone but others look to us to foster partnerships and co-ordinate joint action. Our dedication and passion for what we do will sustain us and inspire others.

Creative spark – we will be imaginative in our approach to our work, using creativity as a principle of delivery and encouraging others to respond creatively to the Welsh historic environment.

Investing in each other – we know that our people are vital to our success. We will invest in each other's development and foster a climate of mutual support and respect.

## **Priorities for 2011-16**

### **Conserving and protecting the historic environment of Wales**

Action to simplify and improve the current systems for the protection and management of the historic environment.

- Consider options for introducing reform of current heritage protection legislation in Wales.
- Continuing the review of planning policy and guidance for the historic environment.

Identifying and designating historic assets of national importance.

- Continuing to identify significant historic assets, including monuments, marine historic assets and historic buildings, parks and gardens.
- Consultation on the criteria for and, potentially, subsequent production of a Welsh Battlefields Register.

Supporting the conservation and effective management of historic assets.

- Promotion of practices which ensure that the management of historic assets conform to professional standards and modern best practice — including advocating the adoption of Cadw's Conservation Principles for the Welsh historic environment.
- Collaborative action with partners to promote conservation and building skills and to provide training opportunities.
- Developing and targeting our advice, guidance and grants to promote sustainable conservation, maintenance or other 'added value'.

Conserving properties in State care, which include some of the greatest and most special sites in Wales.

- Production of a regular review of the monuments in State care and consequent work priorities and programmes for their conservation, maintenance and enhancement.

### **Promoting distinctive regeneration and sustainable development through heritage**

Ensuring that the historic environment contributes to regeneration objectives.

- Promoting the historic environment as a key strand of regeneration and sustainable development, by celebrating best practice, forging strategic partnerships and fostering specimen projects.
- Implementation of the EU funded Heritage Tourism Project, ensuring that it complies with funder requirements and impacts positively on public appreciation of heritage sites and the visitor economy.

Capturing distinctiveness.

- Develop and implement a programme for the identification and promotion of local distinctiveness, using characterisation studies to inform management and planning

and promote opportunities for community engagement and regeneration.

Tackling heritage at risk.

- Taking action to identify and address Wales's heritage assets at risk, including those assets at risk from the consequences of climate change.
- Continuing to monitor the condition of and support proactive management of privately owned historic assets, including through grant programmes and by supporting agri-environment, countryside and forestry schemes.
- Undertake reviews of industrial heritage sites and categories of community buildings 'at risk' in Wales.

### **Promoting public access, appreciation and enjoyment of the historic environment**

Making heritage sites enjoyable, relevant and stimulating to visit.

- Completion of a pan-Wales interpretation plan to promote intellectual access to the historic environment of Wales in general and Cadw sites in particular.
- Collaborative action with Arts Council Wales, Visit Wales and other partners to present a dynamic and authentic image of the heritage and culture of Wales to the world, building on energy and ideas arising from the 2010 Heritage Interpretation and Tourism and Heritage and Arts Summits.
- Targeted action at priority monuments and identification of priority partnerships to support community aspirations, including the Olympic Legacy project, 'Cauldrons and Furnaces'.

Understanding and tackling barriers to access.

- Development of targeted initiatives to make Cadw sites more appealing to target audiences, in particular to families.
- Implementation of programmes of work to improve access to Cadw sites for everyone, including action to assist access for people with disabilities and others under-represented in Cadw's visitor profile.

Encouraging public participation and volunteering.

- Promote opportunities for voluntary and community participation in research, conservation and exploration of Welsh heritage and history.

### **Running a high quality and effective organisation which makes a real difference for people**

Evaluating the impact and outcomes of what we do.

- Implementation of a system of measuring and monitoring attendance, satisfaction and outcomes, ideally in partnership with other partners in the sector and employing the Valuing our Historic Environment methodology.
- Action to benchmark performance across Cadw against the Cabinet Office Customer Service Excellence Standard.

Informing and communicating.

- Implementation of a consistent communications plan to promote awareness and

appreciation of the value of the historic environment and Cadw itself.

- Implementation of the Welsh Language Scheme commitment to produce Welsh and English language guide books from 2011.
- Establishment of a framework for managing and providing access to information about the historic environment for the purposes of heritage management, educational and public interest.

Ensuring best value.

- Programmes for generating income, external funding, rationalisation of delivery and other partnership arrangements to ensure best value in achieving the core objectives of Cadw and its key partners in the historic environment sector, including the sponsorship of the Royal Commission and grant aid support for the four Welsh Archaeological Trusts.

Investing in our people.

- Continued implementation of Cadw's Organisation Development programme, including Heritage Leaders, and business standards.

Working in partnership.

- Building the networks and partnerships both within the historic environment sector and beyond to achieve a joined up approach to planning and delivery and consideration of historic environment issues in wider strategic planning. Working in particular with colleagues in Regeneration, the Arts and the National Museum at both strategic and local levels.

Working to improve what we do through good quality research.

- A programme to keep abreast of current thinking and best practice in terms of conservation, management, presenting, identifying and defining the historic environment.
- A programme of research which helps Cadw understand user and non-user attitudes to Welsh history and heritage sites.
- Development of a research framework for the Welsh historic environment, including establishing priorities for research and archaeological investigation (for sites in State care and the wider historic environment of Wales).