

Cadw Annual Report

April 2019 to March 2020



Chair's foreword



Welcome to Cadw's annual report for the financial year April 2019 to March 2020, the first annual report since the establishment of a new Cadw board. The board supports, scrutinises and monitors Cadw's strategic direction, business plan and standards. It draws upon

the knowledge and experience of independent non-executive members as well as Cadw's senior team and a Cadw staff representative. As an internal agency of the Welsh Government, Cadw hopes that this new arrangement represents the organisation's confident and forward-looking vision.

On behalf of all board members, I would like to pay tribute to the hard work of Cadw staff throughout the year, which reflects both their expertise and passion for the heritage of Wales. In mid-March 2020, just two weeks before the end of the financial year, we took the unprecedented step of closing all of our monuments to visitors. The Cadw team has worked tirelessly since then to reopen sites safely and to resume our critical conservation work, field inspections and other activities that raise awareness and enjoyment of this precious resource. This report provides an opportunity to reflect on the outstanding achievements of a successful and busy year, prior to the challenges presented by the COVID-19 pandemic.

Jane Richardson
Chair of the Cadw board



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Introduction



It has been a year of great advances on many fronts and the difficulties of the last two months of the financial year, with heavy storms in February and the start of the COVID-19 lockdown in mid-March, should not overshadow the huge achievements that went before.

This report follows the five main themes identified for the historic environment of Wales by the Deputy Minister, Dafydd Elis-Thomas in his *Priorities for the Historic Environment of Wales*, published in September 2018. The report shows clearly how these themes are closely interlinked and how Cadw succeeds in fulfilling its remit to care for and protect the Welsh historic environment, while also improving public access and making our heritage work for communities and visitors.

New legislation and policy developments, such as working towards the establishment of a statutory *Register of Historic Parks and Gardens* or our guidance on marine heritage, provide the foundations for the direct work of conservation and interpretation. That, in turn, helps instil interest and pride in our heritage amongst Welsh residents and visitors alike, leading to record membership figures and greater community awareness of the value of heritage, which is vital to our work.

The year's commercial success means that we have generated more income than ever before to support our core work of caring for the historic environment and this has ensured that local businesses and host communities also benefit.

The wide variety of skills in our organisation — from the highest quality traditional craft skills and deep historical and archaeological knowledge, to the use of the latest technology and management techniques — is a thread that runs through our work. We can also achieve so much more by working together with our growing network of partnerships outside of Cadw.

Each section of the report includes an overview of some of the highlights of the year for each of the five themes, including an infographic that provides a summary of the outputs achieved. This is followed by a short case study highlighting a specific project for that particular area of work.

This report also reflects the key elements of our new vision, mission and values which we are currently developing: leadership, professionalism, passion, creativity, authenticity and respect. All of these qualities were needed at the end of the year as the effects of the COVID-19 pandemic curtailed our work. This was an unexpected test of the resilience of our organisation and the commitment of our staff, but the year's successes to that point could make us all feel confident for the future.

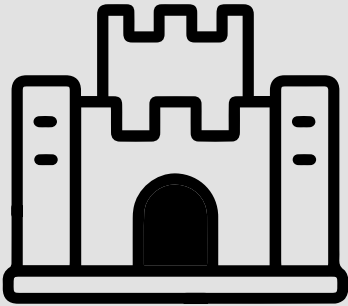
Gwilym Hughes

Head of Cadw



Caernarfon Castle, Gwynedd.

Caring for our historic environment



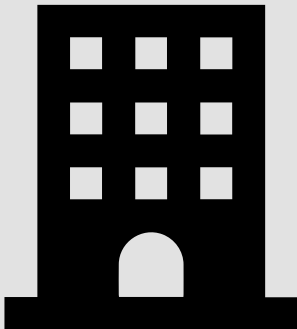
CADW MONUMENTS

£2,950K capital-funded conservation and investment projects

£1,358K facilities management

£118K minor conservation contracts and surveys

£210K Cadwraeth materials and plant hire



WIDER HISTORIC ENVIRONMENT

£843K total value of capital grants issued

6 buildings added to the statutory list of buildings of special architectural or historic interest

11 monuments added to the schedule of monuments of national importance

551 condition assessments on monuments carried out

104 scheduled monument consents issued

1,132 consultations on planning applications

413 consultations on listed building consent applications

‘The Historic Environment (Wales) Act 2016 is a landmark for the way in which we protect and manage our heritage.’ Lord Dafydd Elis-Thomas, Deputy Minister for Culture, Tourism and Sport, *Priorities for the Historic Environment of Wales*.

The major cornerstones of the 2016 Historic Environment (Wales) Act are now in place, positioning Wales in the vanguard of historic environment protection. They provide the framework for the ongoing protection and conservation of our heritage.

The *List of Historic Place Names of Wales* — the only statutory record of its kind in the United Kingdom — contains almost 700,000 entries and helps guide local authorities and others in decisions relating to the naming and renaming of places. It also raises awareness of the legacy and historical significance of place names.

Another provision of the 2016 act was the creation of a *Register of Historic Parks and Gardens*. By the end of 2019–20, consultations had been carried out with 96% of all owners and occupiers in preparation for placing the current voluntary register on a statutory basis.

In February 2020, a pioneering document, *Managing the Marine Historic Environment of Wales*, was published. It ties in to the first ever Welsh National Marine Plan and provides a basis for the protection of shipwrecks, the 25 coastal landscapes of special historic interest and the 43 scheduled monuments in Wales’s intertidal zone, including the first military aircraft crash site in the UK to be scheduled.

Also launched in February, in partnership with our colleagues in the Historic Environment Group, *Historic Environment and Climate Change in Wales* assesses the possible impacts of climate change and aims to increase the sector’s resilience in the face of one of the major challenges of the future.

Direct conservation work on Cadw sites continued, with the skilled craftspeople of Cadwraeth Cymru, Cadw’s conservation arm, exceeding expectations in their work on a breadth of monuments from Haverfordwest Priory and Neath Abbey to Conwy town walls.

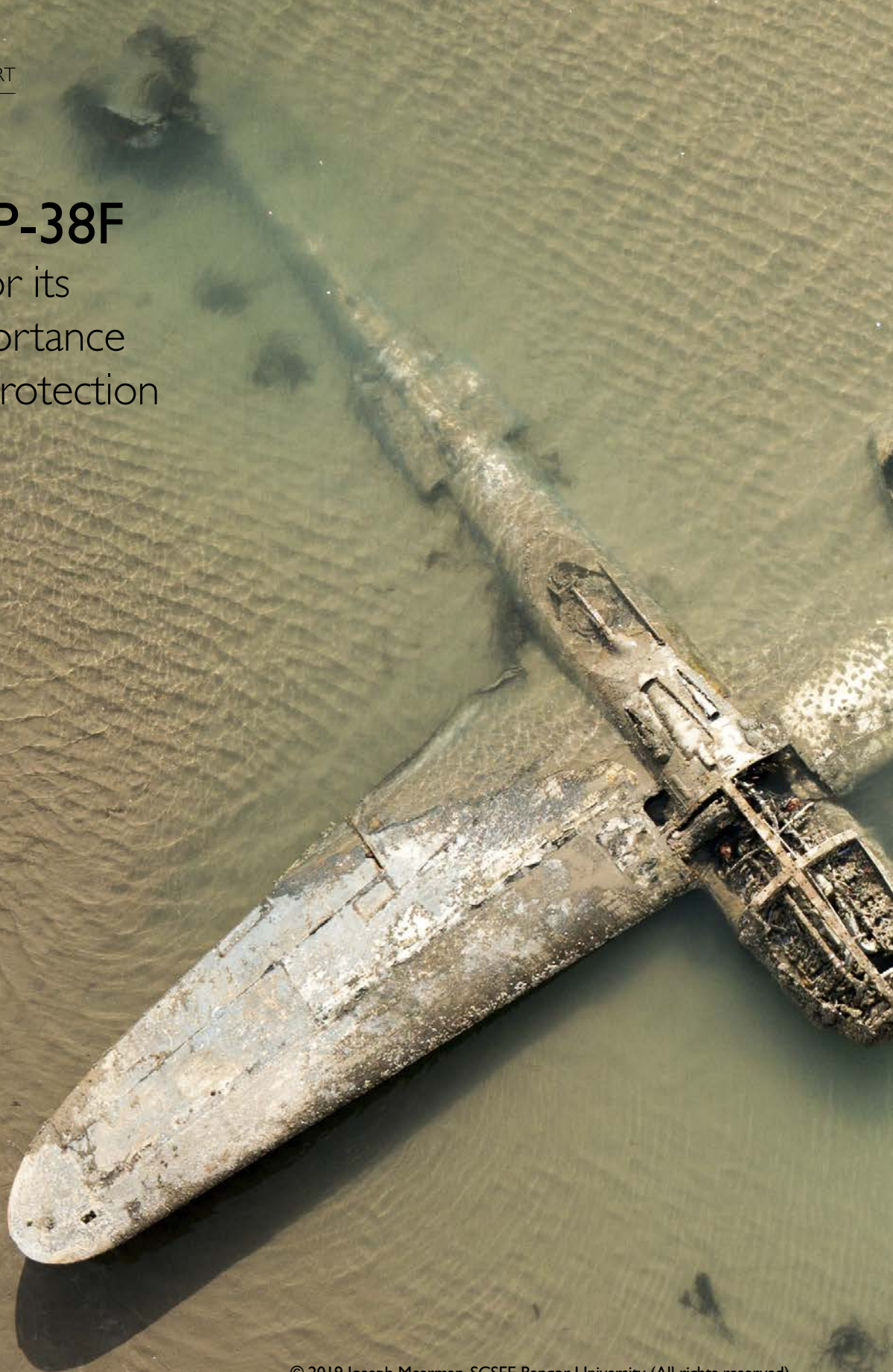
We have also planned major programmes of investment in large-scale conservation and capital projects at Caerphilly Castle, the historic great barn at Tretower Court and Castle and Caernarfon Castle’s King’s Gate. At Caernarfon, archaeological work undertaken in advance of the new visitor facilities has uncovered valuable evidence of pre-medieval stonework and the possible remains of an early motte-and-bailey castle.

An important element of Cadw’s work is to enable and provide financial support for conservation work by other organisations and private owners. The 15 grants for historic buildings, war memorials and Townscape Heritage Initiatives included religious and public buildings, a historic bridge, a restaurant and a market arcade. A total of 19 ancient monument grants covered sites spanning thousands of years of history, from a prehistoric fort to an industrial beam engine.

Designations, too, are the building blocks of protection and conservation. The new listings during the year included four twentieth-century buildings such as Theatr Clwyd in Mold, Flintshire, an important post-war civic arts and theatre complex. Following the listing of Capel Celyn Memorial Chapel, Gwynedd, built in 1967 to commemorate the traumatic loss of a whole community to a reservoir, the owners, Dŵr Cymru, began important restoration work.

Harlech P-38F

scheduled for its
historic importance
and future protection



An American fighter plane which crashed during the Second World War has been scheduled by Cadw — making it the first legally designated military aircraft crash site protected for its historic and archaeological interest in the UK.

The Lockheed P-38F Lightning fighter aircraft crash-landed on Morfa Harlech, off the north Wales coast, in September 1942 and is the best preserved military aircraft crash site in Wales. Buried around 2m (7ft) below the sands, the plane has been uncovered three times since it crashed — the first sighting being in the 1970s, in 2007 and most recently in 2014.

The pilot at the time of the incident was Second Lt. Robert F. Elliott, 24, of Rich Square, North Carolina, who flew from Llanbedr, Gwynedd, on a gunnery practice mission and encountered difficulties — resulting in the crash-landing. The pilot walked away safely from the incident, but was reported missing in action a few months later.

A nephew of the pilot, Robert Elliott, today lives in Kingsport, Tennessee and is a retired US Navy pilot and a member of the 49th Fighter Squadron Association. He said: 'I am honored and delighted that Cadw has given official recognition of my uncle's P-38F as a scheduled ancient monument. My uncle was among those brave and expert fighter pilots who served with distinction during the Second World War. My visit to the site with my wife Cathy in 2016 was very moving and emotional.'

Deputy Minister for Culture, Tourism and Sport, Lord Elis-Thomas, said: 'This site is of international significance and I'm delighted that this designation underlines its special qualities and protects it for the benefit of future generations. Sites such as this represent events which must not be forgotten and Wales will always remember all those who contributed to securing the peace we are so fortunate to enjoy today'.

Making skills matter



5 members of staff supported by Cadw's Learning and Development Plan



3,742 hours given by volunteers at Plas Mawr (our flagship volunteer site) in 2019 to fulfil their roles as stewards and room explainers



Plas Mawr volunteers won Welsh regional category in the Marsh Awards in recognition of the innovative ways in which they engaged with the public

A group of **6** volunteers was established in south Wales. In December 2019, volunteers from both north and south Wales attended the Cadw Volunteer Conference



15 young people achieved their Arts Award at 'Discover' level through the Unloved Heritage? project

5 young people were awarded Arts Award Bronze (accredited Level 1 in the Arts)

‘Protecting and conserving our historic environment depends on an understanding of its special qualities and on a set of specific conservation craft skills. At least a third of all the buildings in Wales have been built using traditional construction methods. It is vital that we have the right skills in place to conserve, repair and maintain them.’
 Lord Dafydd Elis-Thomas, Deputy Minister for Culture, Tourism and Sport, *Priorities for the Historic Environment of Wales*.

Skills lie at the heart of Cadw’s work, not only in the traditional craftsmanship of stonemasons or the deep knowledge of archaeologists and fieldworkers, but also, increasingly, in the contemporary skills that underpin the multi-faceted work of the organisation.

Cadwraeth Cymru, the conservation arm of Cadw, is one of the most important repositories of traditional building craftsmanship in Wales. An ongoing challenge is to ensure that a new generation of workers are equipped with the same mastery of traditional skills and commitment to quality and conservation principles.

The successful three-year Strategic Skills Partnership Agreement with the Construction Industry Training Board, Historic England and Historic Environment Scotland came to an end in December 2019 and planning started immediately for a new agreement.

In terms of less traditional skills, as well as with craftspeople, apprenticeships are a vital part of training. During 2019–20, two new apprentice custodians were appointed and two existing apprentices in the Marketing & Business Development branch completed their qualifications.

Continuing professional development is an important aspect of Cadw’s approach to ensuring that staff maintain and develop expertise. During 2019–20, five members of staff were supported to undertake external qualifications in accountancy, marketing, tour guiding and conservation skills; the last of these, run by the Society for the Protection of Ancient Buildings, specialised in fields such as building preservation, design and project management.

One of the needs identified is for a bespoke Welsh-language skills training programme and Cadw is also working with Historic Wales partners to develop an accredited training scheme in customer service for front-of-house staff.

As well as internal training, Cadw’s mission is to embed

the knowledge and skills needed to work on traditional and historic buildings into mainstream construction training, standards and qualifications. During 2019–20, this included ongoing support for Qualifications Wales and the consortium that is developing new construction and built environment qualifications.

To complement this work, Cadw and Historic England developed a free teaching resource, *Understanding Traditional (pre-1919) and Historic Buildings for Construction and Built Environment*. Cadw also took part in the review of several National Occupational Standards, added new content and developed new pathways for construction site supervisors and managers wishing to specialise in the energy efficiency retrofit of existing buildings.

Increasing awareness of historic building skills amongst the public is also important for enthusing prospective employees. Cadw produced videos showing the painstaking work of repairing and replacing chimneys at Castell Coch, while Cadwraeth Cymru stonemasons gave live hands-on demonstrations of their skills at the 2019 Royal Welsh Show. This work links in to Cadw’s contribution to develop skills and awareness of career paths through its award-winning volunteering programme, careers events, the Young Custodians programme and ‘Taking Over Days’.

At the end of the year and in response to the COVID-19 pandemic, Cadw staff created online digital resources for home schooling — preparing the ground for the future’s history lovers.



Training through the Society for the Protection of Ancient Buildings (SPAB)

The SPAB believes that old buildings have a future and the training courses they deliver help to equip new generations with the skills to care for them.

Promoting a 'conservative repair' approach, the SPAB has trained many members of Cadw's highly skilled conservation team, combining well-proven principles with practical repair techniques.

Its training courses teach delegates about the SPAB approach, which prioritises the protection of a building's original 'fabric', the primary source from which knowledge and meaning can be drawn — a principle of incredible importance to us at Cadw.

One programme studied by several members of the Cadw team is the SPAB William Morris Fellowship — a full-time course that runs annually from March to December. The hands-on programme is divided into three blocks of two months, enabling fellows to return to work between blocks.

Fellows experience traditional materials, skills and repair techniques in workshops and through a range of site visits. The third block of the programme is tailored to the individual interests and training needs of each student, allowing them to focus on any areas that they are particularly interested in.

The SPAB programme favours a hands-on approach, giving fellows the opportunity to further develop skills in their own craft and to try others in practice — from timber-framing, thatching and blacksmithing, to pargeting, flint knapping and stone masonry.

Luke O'Hanlon, a stonemason at Cadw, recently completed the course which helped him to upskill and develop a better understanding of the buildings he renovates in Wales. Through the William Morris Fellowship, Luke was able to travel across different areas of Britain, from Aberdeen to Devon, and learn from experts around the United Kingdom.



Luke O'Hanlon (right) pictured with Lord Patrick Cormack, Chairman of the SPAB William Morris Fellowship founding committee.

Luke said: 'Thanks to the SPAB programme, I've been exposed to new crafts outside of stonemasonry and have learnt so much about conservation philosophy. The theory that we should always aim to do the best by the monument and adhere to all conservation principles goes hand-in-hand with the approach that Cadw takes to conservation and I'm proud to be able to apply it to all elements of my work in the future.'

'One of the best parts of the programme was meeting so many interesting people and developing great contacts throughout the UK. Being part of a fellowship has enabled me to learn from others and build a great sense of community with people who are passionate about historical conservation.'

'The course has inspired me to continue learning new skills in my role at Cadw and has helped to build my confidence and knowledge in my craft.'

Cherishing and enjoying our historic environment



1.26 million
visitors to Cadw's staffed sites

34,463 visitors to Welsh heritage
sites during Open Doors 2019

305 volunteers gave up their time to
deliver Open Doors events across Wales



3,000 outreach participants

66,215 lifelong-learning visits to Cadw sites



42,408 increase in visitor figures for Cadw-led events



44,100 members

5,104 new memberships sold



31% increase in
events and admission
ticket sales income



***Harlech Castle* guide book** won 'Best Guide Book' at
the Association of Cultural Enterprises awards

Cadw's *Heritage in Wales* magazine won 'Best Publication'
at the CIPR Cymru Wales PRide Awards ceremony.

‘Cadw’s sites are a truly magnificent collection and provide a unique opportunity to showcase the heritage that we have to offer as a nation. They can set the example that can transform attitudes.’ Lord Dafydd Elis-Thomas, Deputy Minister for Culture, Tourism and Sport, *Priorities for the Historic Environment of Wales*.

Cadw works on several levels, both direct and indirect, to inspire the people of Wales and visitors with love and appreciation for historic monuments, buildings and landscapes.

One of the year’s major successes has been a 21.5% increase in Cadw membership to a record level of more than 44,100 members. We also welcomed an impressive 1.26 million visitors to our staffed sites and many more visited the 100 unstaffed monuments throughout Wales.

The statistics would have been even more impressive were it not for the storms of February 2020 and the closure of all Cadw sites in mid-March in response to the COVID-19 pandemic. But the strength of membership income and the development of digital marketing stood the organisation in good stead for the ensuing crisis. A year-to-year membership retention rate of 87% reflects the loyalty of members and the value they place on Cadw’s work.

Work was completed on overhauling the look and feel of the Cadw website and the new-look site, featuring the full range of Cadw’s activities, was launched in June 2019. Work on providing new interpretation and engaging experiences for our visitors at Cadw monuments continued and of particular note was the installation of major new interpretation at Castell Coch.

In March 2020, Cadw’s *Harlech Castle* guide book won the ‘Best Guide Book’ at the Association of Cultural Enterprises awards and was recognised as ‘a smart guide book with an appealing cover and accessible price’. Earlier in the year, Cadw’s members’ magazine *Heritage in Wales* scooped first prize in the ‘Best Publication’ category of the 2019 Chartered Institute of Public Relations (CIPR) Cymru Wales PRide Awards ceremony.

Ensuring access to historic buildings and monuments outside the Cadw estate is another vital part of the organisation’s work. Grants for historic buildings, for instance, are not simply conservation projects. They help communities revitalise and maintain the use of cherished local historic buildings. For the likes of Cardigan Market Hall, a chapel in LITHFAEN on the Llŷn Peninsula or Rhosllanerchrugog’s Theatr y Stiwt near Wrexham, where a former miners’ institute is now a local arts centre, conservation and repair work is vital for them to continue as living assets for their communities.

More strategically, Cadw has been consulting on new guidance for easy access to listed buildings in Wales. The aim is to show how better access can be achieved through building work, from minor improvements to high-quality modern design solutions.

Modern-day access includes digital resources. A striking success has been a 650% increase in the use of Cof Cymru, Cadw’s online searchable map that shows designated historic sites. Page views increased to almost 35,000 by the end of 2019–20 and preparations are underway to add information from the forthcoming *Register of Historic Parks and Gardens*.

New technology often underpinned Cadw’s successful Unloved Heritage? programme, which entered its third and final year of inspiring young people across Wales to cherish their often little-known historic environments. Their work was presented at the Digital Past conference in Aberystwyth in February 2020. One of the most popular of the hands-on demonstrations was a reconstruction of Fernhill Colliery in the Rhondda Valley using the video game Minecraft.

Open Doors 2019

Every September hundreds of volunteers across Wales organise local events to celebrate our fantastic history and culture. It's a chance to see hidden places and try out new experiences — all of which are free to explore.

Established in 1994, Open Doors is Wales's contribution to the European Heritage Days which takes place in 50 countries across Europe. Spanning the public, private and voluntary sectors, the festival is a unique and powerful partnership, working with organisations and individuals across Wales.

Expanding and diversifying from a handful of events at its launch in 1994 to over 1,000 events today, Open Doors has grown into the country's largest heritage festival and continues to flourish, reflecting the rich and diverse cultural heritage of Wales and its communities. There are always new stories to tell and new places to open. It's a chance for communities nationwide to come together to learn, explore and have fun by sharing the treasures on their doorstep.

In Wales, Open Doors 2019 featured 245 venues and at these properties, 1,130 event days took place. The programme welcomed 34,463 visitors to Welsh heritage sites over the month of September.



Chepstow Castle, Monmouthshire, was one of the most visited sites during Open Doors 2019.

The most visited sites included the Cadw properties of Chepstow and Harlech castles, along with the National Trust sites of Powis and Chirk castles. Along with these larger sites, many unusual sites across Wales opened their doors, including the Landmark Trust site Llwyn Celyn in Monmouthshire and small but popular buildings like Dylan Thomas's boathouse in Carmarthenshire.

As with every year, the Open Doors programme would not have been possible without the tireless efforts of our organisers and volunteers. In 2019, 305 volunteers gave up their time to deliver events across Wales.



Making our historic environment work for our economic well-being

KEY STATISTICS

Historic houses, gardens, castles, abbeys, monuments and museums are key contributors to the Welsh tourism economy. In 2018–19, **26.54m** people visited Wales because of the historic environment and spent **£1.72bn**.

The historic environment sector, heritage tourism and heritage construction together support **40,670** jobs, nearly **3%** of Wales's total employment.

CADW COMMERCIAL ACTIVITY



£312K increase in income,
4.06% up on 2018/19



£8,003K record
commercial income



£972K
membership revenue*



£1,982K
income from retail



£460K
income from commercial hire



£4,752K
income from admissions

*NB The 2019/20 total revenue figure has been taken from the CRM, which includes VAT.

‘Conserving, enhancing and celebrating our historic sites and landscapes can contribute to distinctive places and resilient communities; they can attract inward investment and employment and they can create attractive places in which to live, learn, work and invest.’ Lord Dafydd Elis-Thomas, Deputy Minister for Culture, Tourism and Sport, *Priorities for the Historic Environment of Wales*.

If Cadw sites prosper, their host communities prosper too. Surveys have shown, for instance, that the majority of overseas visitors are attracted to Wales because of its historic buildings and monuments.

Even taking into account the disruption of its final two months, 2019–20 was a hugely successful year for Cadw. Income generation topped £8 million for the first time, providing vital finance for Cadw’s activities, including its conservation work. These figures were supported by targeted promotions, the development of online ticket sales and the streamlining of booking arrangements for the travel trade and tour operators.

Through modernising and streamlining our membership, ticketing and booking procedures by using the latest technology, we hope to increase the number of visitors to our sites and the time they spend there. This, in turn, will provide more opportunities for the communities we serve and their businesses.

Under almost all income headings, figures were higher than for the previous year and, were it not for the February storms and March lockdown, were all on course to exceed our ambitious targets. As well as substantial increases in membership and visitor income, our shops and online retail operations also flourished, now generating double the amount of money invested in them. We source as many goods and gifts as possible from Wales, providing valuable income for businesses.

We are also devising more targeted strategies, recognising that markets differ from site to site. During the year a new range of exclusive Welsh goods was designed — the Heritage Collection will add another level to the products we offer.

Cadw’s new holiday lets came into their own during the year. The five apartments opposite Harlech Castle and the three Cadw holiday cottages — at Tintern Abbey and White Castle in Monmouthshire and Tretower Court and Castle, Powys — all proved popular and attracted visitors to spend time and money in their host communities.

A third record-breaking source of income was the hiring out of Cadw sites for events of all kinds, from community activities to weddings. This also includes the lucrative use of our sites by television and filming crews.

But the economic benefits of Cadw’s work run far deeper. Helping to bring historic buildings back into use and equipping them for the future makes an important contribution, particularly in town centres where footfall is increasingly vital. The year’s examples include grant assistance towards the repair and renovation of Maesteg Town Hall in the Llynfi Valley, Bridgend, part of a scheme to regenerate the whole town centre. Work to reinstate the Turbine House on the Margam estate near Port Talbot was also completed. This will attract more visitors and make the site self-sufficient through the use of hydro-electricity. Investment in the conservation of the past can mean investment in the future too.

The Kids' History Festival at Caerphilly Castle in summer 2019.



Kids' History Festival

The majority of Cadw's commercial income comes from the sale of admission tickets and we've been successful in driving up visitor numbers and income in recent years through award-winning marketing campaigns, new interpretation and improved visitor facilities at our monuments. One such initiative was the Kids' History Festival when more than 25 heritage sites across Wales joined forces in summer 2019 to deliver this innovative event.

Designed to offer the children of Wales and beyond a contemporary approach to heritage education during the school summer holidays, the Wales-wide event was a tremendous success, welcoming more than 198,000 visitors and contributing to over £1m in admissions revenue between 1 and 25 August.

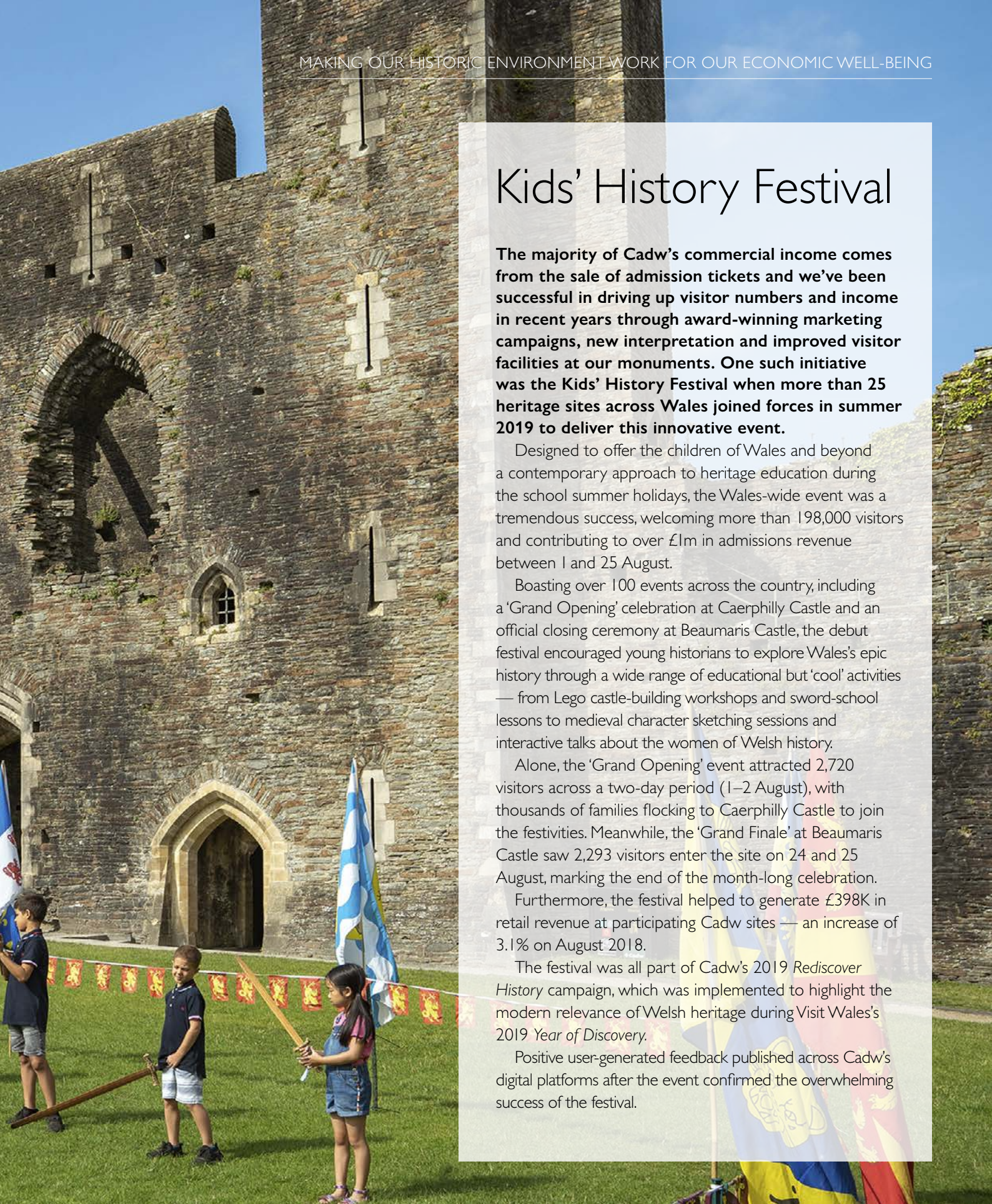
Boasting over 100 events across the country, including a 'Grand Opening' celebration at Caerphilly Castle and an official closing ceremony at Beaumaris Castle, the debut festival encouraged young historians to explore Wales's epic history through a wide range of educational but 'cool' activities — from Lego castle-building workshops and sword-school lessons to medieval character sketching sessions and interactive talks about the women of Welsh history.

Alone, the 'Grand Opening' event attracted 2,720 visitors across a two-day period (1–2 August), with thousands of families flocking to Caerphilly Castle to join the festivities. Meanwhile, the 'Grand Finale' at Beaumaris Castle saw 2,293 visitors enter the site on 24 and 25 August, marking the end of the month-long celebration.

Furthermore, the festival helped to generate £398K in retail revenue at participating Cadw sites — an increase of 3.1% on August 2018.

The festival was all part of Cadw's 2019 *Rediscover History* campaign, which was implemented to highlight the modern relevance of Welsh heritage during Visit Wales's 2019 *Year of Discovery*.

Positive user-generated feedback published across Cadw's digital platforms after the event confirmed the overwhelming success of the festival.



Delivering through partnership

MARKETING PARTNERSHIPS



1,030 visitors used the 'two for the price of one' offer with Transport for Wales

2,000 visitors used the 'two for one' offer with Country Life Butter



17,892 members of CSSC Sports & Leisure visited Cadw's sites as part of our partnership

UNLOVED HERITAGE? PROJECT



10 public heritage events across Wales arranged and hosted by young people working with **7** heritage and leisure venues

6 heritage organisations and **6** youth services organisations, together with a range of specialists, delivered the Unloved Heritage? project

4 full-time equivalent posts across Wales for 3 years sustained through National Lottery Heritage funding

20 young people achieved recognised qualifications

‘In recent years, many of the successes of the historic environment sector have been founded on effective partnerships.’ Lord Dafydd Elis-Thomas, Deputy Minister for Culture, Tourism and Sport, *Priorities for the Historic Environment of Wales*.

Partnership working runs through Cadw’s activities and operations, from strategic collaboration to informing and offering guidance to other organisations to working closely with the public in local communities.

In January 2020, the documentation for the Slate Landscapes of North-West Wales to be considered as a candidate for World Heritage Status was formally submitted. Cadw is a core member of the Slate Partnership led by Gwynedd Council and officials have been heavily involved in the preparation of the nomination document and management plan. This work has been linked to action, including new designations, grant awards, preparing individual site management plans and providing advice for owners and site managers.

Another important strategic development took place in February 2020 when the heads of Cadw and Natural Resources Wales signed a Memorandum of Understanding, committing both organisations to work more closely together on shared priorities. The Memorandum will lead on to an action plan.

Cadw continued to provide strong leadership and secretarial support for the Historic Environment Group, whose meetings included discussions on the possible effects of climate change and Brexit. The Historic Wales partnership is another important forum; an example of its work was the creation of a ‘Critical Friend’ scheme, whereby staff from the four partner organisations visited each other’s sites incognito to offer constructive advice on customer service.

Direct partnership initiatives in 2019–20 included the development of a marketing scheme with Transport for Wales, which offered ‘two for one’ entry to Cadw sites for train passengers. Cadw also established a marketing and ticket sales agreement with National Museum Wales at Blaenavon and Caerleon, where both organisations have major attractions.

Successful protection and conservation work is always a partnership. As the new statutory *Register of Historic Parks and Gardens* is being developed, Cadw was pleased to endorse Keep Wales Tidy’s Green Heritage Site accreditation scheme which values and promotes the heritage of parks and green spaces.

On Offa’s Dyke, where Cadw is working with Historic England and the Offa’s Dyke Association on an ambitious, cross-border, multidisciplinary conservation management plan, a project officer was recruited. Cadw was also involved in a National Lottery Heritage funded environmental project that included works to manage and improve the condition of 100 scheduled monuments in the Carneddau range of mountains in north Wales.

Local authorities are important partners in the maintenance of conservation services. Activities included a series of training events focused on listed building enforcement. On another level, local councils have been close partners on major conservation projects; at Caerphilly, for instance, the local authority has worked with Cadw to provide better coach access to the castle.

On an even wider level, consultation and co-operation with the community and local organisations was crucial during a programme of works at Coity Castle, near Bridgend, and at Caernarfon Castle, where local business people have been fully involved in discussions about major works to the King’s Gate. Partnership is vital at both national and local levels.

In Swansea and Bridgend, heritage professionals and skateboarders discussed how they viewed heritage sites.



Unloved Heritage?

YOUNG PEOPLE DISCOVER
WALES'S FORGOTTEN HISTORY



In March 2021, the Unloved Heritage? project will draw to a close. For three years, funding from the National Lottery Heritage Fund has allowed us to work with partners across Wales on an innovative programme of activities engaging young people with their local heritage.

Unloved Heritage? is run by a consortium led by Cadw and comprising of Cadw staff, the four Welsh archaeological trusts and the Royal Commission on the Ancient and Historical Monuments of Wales (RCAHMW). It has delivered seven regional projects in areas where, traditionally, the heritage bodies do not have a strong presence and has focused on the often-overlooked nineteenth- and twentieth-century heritage on people's doorsteps.

Working together has allowed us to develop individual projects tailored to individual communities, but with a strong national identity. It has enabled us to share activities, events and ideas; to give young people the opportunity to visit and find out about different parts of Wales and broaden their life experiences and attitudes.

Whilst our consortium is the backbone of Unloved Heritage?, its heart and soul come from the multitude of individuals and organisations involved in the project. The programme would not have been possible without the support of council-run and voluntary youth services, who have provided invaluable support and expertise. Specialists of all types — from photographers, archaeologists and artists to cavers, skaters and gamers — have helped us to plan and deliver a range of activities which have harnessed young people's creativity and enthusiasm and captured their imagination.

But the most important partnership of all has been with our young participants. From the outset, we wanted to work *with* young people, not *for* them; our programme was co-produced as far as possible, but the young people have helped to shape its direction and outputs.

Working with such a wide range of partners has, inevitably, presented its own challenges, but the rewards have far outweighed them. We have exchanged ideas, we have learned from each other's successes (and mistakes!) and we have been able to see the positive impacts resulting from taking an active role in the arts, culture and heritage sectors. We will now be looking to build on those partnerships and learning to ensure that the impact and legacy of Unloved Heritage? lives on.

Image: Caernarfon Castle's Eagle Tower viewed from the Menai Strait.

