

# **The Landmark Trust Heritage Protection Plan Action Plan 2013-2015**

## **1. Role and Strategic Objectives of Landmark Trust**

1.1 Landmark is a charity registered in England and Wales, and in Scotland. It's purposes are:

- The preservation of small buildings, structures or sites of historic interest, architectural merit or amenity value and where possible finding suitable uses for them.
- The protection and promotion of the enjoyment of places of historic interest or natural beauty.

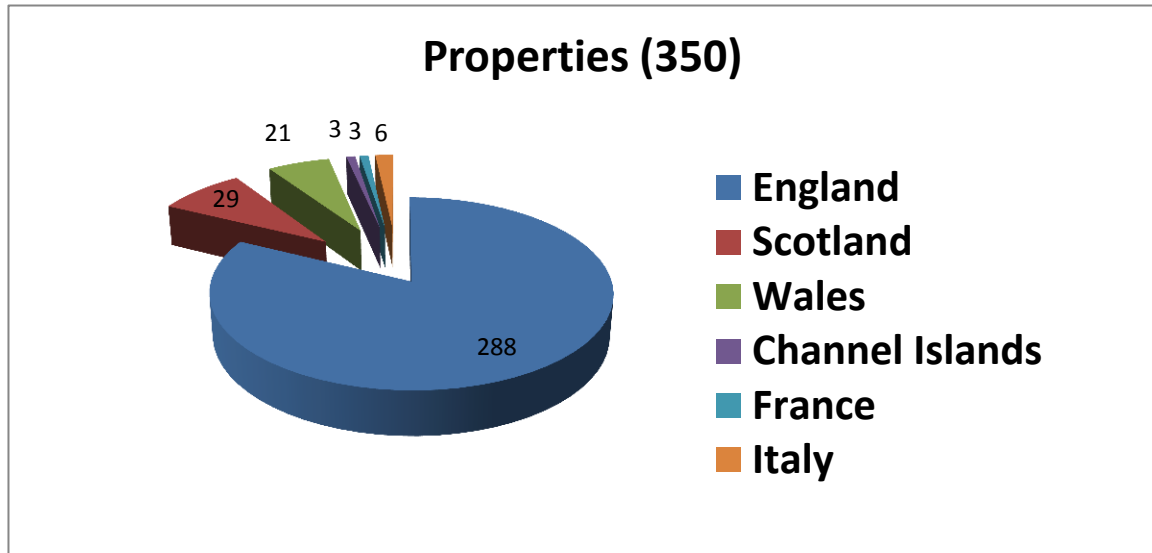
Landmark's aim is to rescue smaller buildings of historic and architectural interest and to give them a new use and purpose. Landmark is dedicated to the stewardship of threatened historic buildings, exacting in its care for them, adventurous in tackling new projects, and, through its values and ideals, it aims to inspire enthusiasm and support. Since Landmark was formed in 1965, it has rescued several buildings every year, and it now has a portfolio of some 350 properties.

Landmark's primary solution to the task of finding new uses for repaired and conserved historic buildings is to convert them to small holiday homes, let to members of the public for short periods of time on a commercial basis. Two objectives are achieved by this business model: individual buildings and the estate as a whole has an income to pay for ongoing repair and maintenance; and many people each year enjoy the experience of living in remarkable historic buildings.

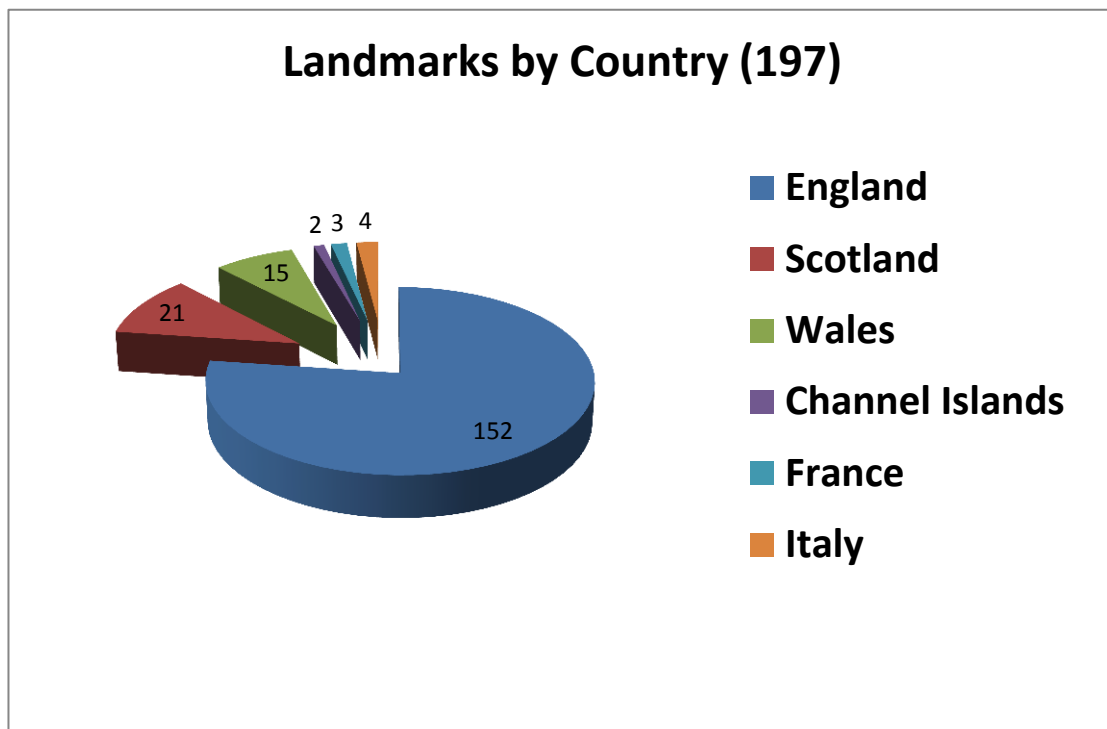
1.2 The Landmark Trust has its headquarters in Berkshire, and its operations are concentrated in the south and south-west of England. But it operates throughout England (including the island of Lundy), Scotland, Wales, the Channel Islands, France and Italy. It has a relationship with similar organisations in the USA and Ireland. Although it is informed by and takes an active role in English heritage policy and strategy, Landmark is not constrained by English, UK, or international boundaries in the delivery of its objectives.

## 2. Range of Heritage Assets

2.1 Landmark manages some 350 properties in the UK (288 in England, 29 in Scotland, and 21 in Wales). There are no properties in Northern Ireland or the Republic of Ireland. Landmark also has 3 properties in the Channel Islands, 3 in France and 6 in Italy.

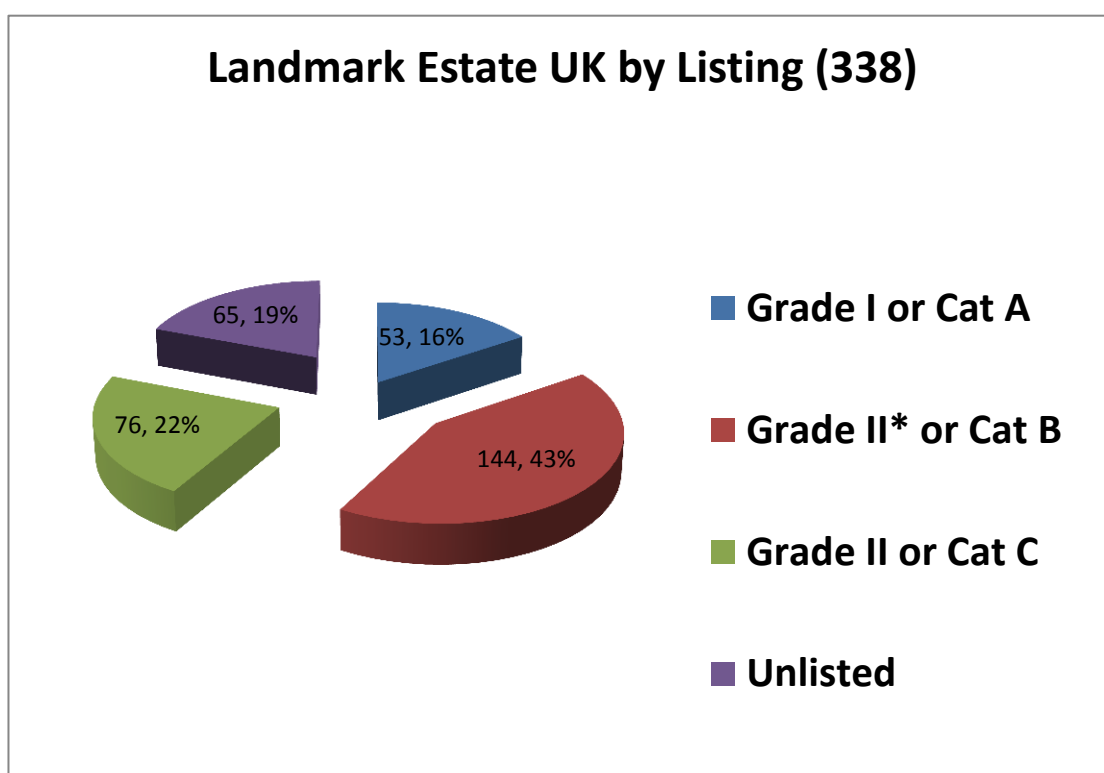


2.2 The major category within these 350 properties is “Landmarks”—repaired and conserved buildings let out to the public as holiday properties. There are currently 197 Landmarks: the Landmark Handbook provides information on each building. These are distributed by country thus:



2.3 The other categories within the properties managed by the Landmark Trust include land associated with Landmarks; buildings and out-buildings close to or subsidiary to Landmarks which are necessary for efficient and aesthetic management of Landmarks; and a number of buildings which have come into the Trust's ownership by gift, purchase or legacy which are currently not suitable for letting as Landmarks, but provide investment income for the general purposes of the Trust.

2.4 The estate managed by the Landmark Trust is of great historic and architectural merit. Of the 338 properties in England, Scotland and Wales, 53 (16%) are listed grade I (or Cat A in Scotland); 144 (43%) are listed grade II\* (or Cat B); and 76 (22%) are listed Grade II (or Cat C). Note that the number of unlisted properties is overstated here at 65 (19%) because some of the properties are open land and not listable structures, and other properties may be protected as a result of being within the curtilage of their principal building.



2.5 Landmark does not regard itself as a curator of collections and archives. Many of the buildings its takes on for repair and conservation are in an advanced state of dereliction and have been stripped of associated artefacts. The most valuable archive in our care is the archive of the management actions that we ourselves have undertaken: these are stored securely at our headquarters in Berkshire and are freely available on request for historic and architectural research.

2.6 The following table gives an analysis of the Landmark Trusts holding by management, legal title, and by heritage designation:

	England	Scotland	Wales	Channel Islands	France	Italy
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Number of Properties by Country	288	29	21	3	3	6
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Country by management	Landmark	152	21	15	2	3	4
	Tenanted	70	2	1	0	0	0
	Subsidiary	66	6	5	1	0	2
Total		288	29	21	3	3	6

Country by title	Freehold	186	20	17	3	0	3
	Leasehold	95	6	4	0	0	2
	Managed	5	3	0	0	3	1
Total		286	29	21	3	3	6

Country by Designation	Grade I or Cat A	39	10	4	0	0	0
	Grade II* or Cat B	132	4	8	0	0	0
	Grade II or Cat C	70	2	4	0	0	0
Total		241	16	16	0	0	0

### **3 Introduction to the National Heritage Protection Plan**

3.1 Described as ‘the business plan for the historic environment’ by Ed Vaizey, Minister for Culture, Communications & Creative Industries, the National Heritage Protection Plan (NHPP) seeks to ensure that England’s historic environment:

- is not needlessly at risk of damage, erosion or loss
- is experienced, understood and enjoyed by local communities;
- contributes to sustainable and distinctive places to live and work;
- makes a positive contribution to the national growth agenda;

3.2 The Landmark Trust is pleased to participate in the achievement of these objectives. The NHPP ( [www.english-heritage.org.uk/NHPP](http://www.english-heritage.org.uk/NHPP) ) provides us with a common framework to express our participation. The framework of the Plan is arranged around a series of eight Measures for enhancing protection of the historic environment, together with the supporting actions (such as training and community engagement) necessary to ensure their successful delivery. Four of the Measures involve gathering evidence and four focus on practical responses (see table).

3.3 Using this framework, Landmark Trust has developed its own action plan (this document) that sets out the particular contribution we will make to support the overall Plan objectives, between March 2013 and March 2015.

3.4 Our action plan sets out how we will take relevant elements of the NHPP forward and it shows how we are integrating evidence-gathering, initial conservation and repair, and planned advice, and grant-aid in order to achieve this.

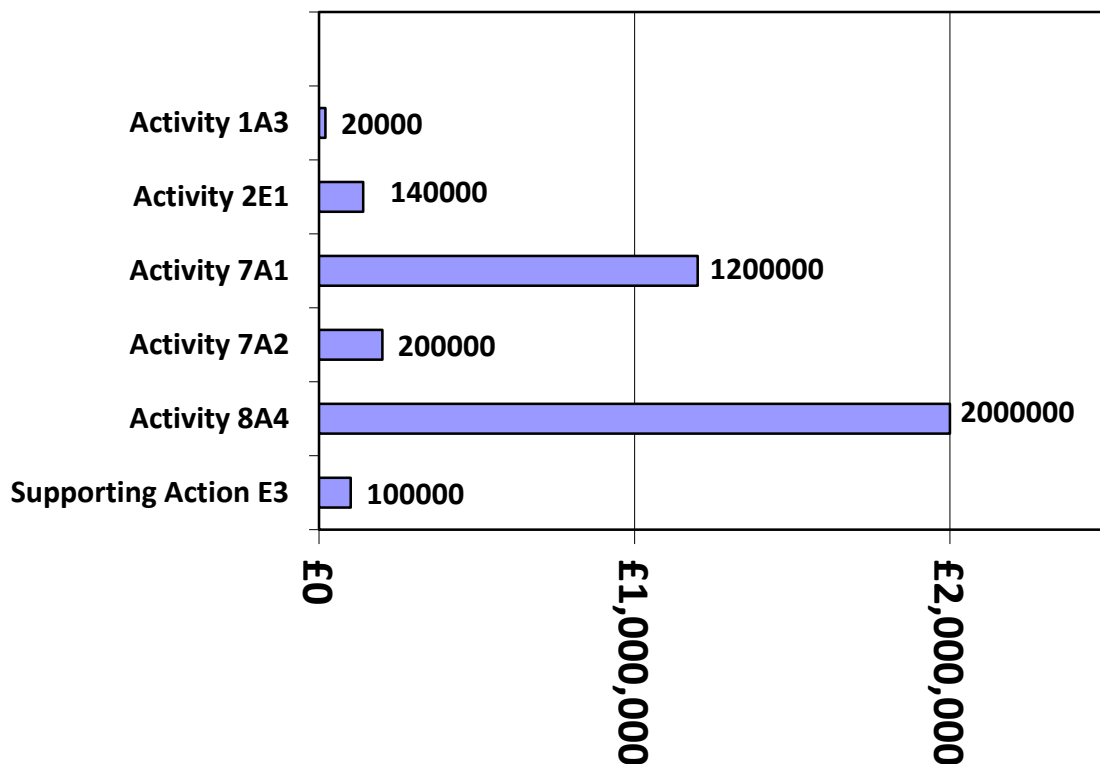
## Structure of the National Heritage Protection Plan (NHPP)

		Measure	Activity Topics	
<b>Building the evidence base</b>	<b>Foresight</b>	<b>1. Foresight</b>	1A Impacts of wider long-term changes (economic, social, environmental); identifying threats to, and opportunities for the historic environment and assets; gathering, collating, and interpreting sector intelligence and agreeing priorities 1B Mechanisms to identify flexible/timely responses to changing circumstances and to review effectiveness of outcomes	<b>Essential Supporting Actions</b>  Socio-economic research; Capacity Building; Information management; Community Engagement; Philanthropy
	<b>Threat</b>	<b>2. Strategic threat assessment and response</b>	2A Development-based impacts 2B Social threats to significance 2C Natural and Environmental threats 2D Resource exploitation threats 2E Professional infrastructure threats	
	<b>Understanding</b>	<b>3. Recognition and Identification of the potential resource</b>	3A Identification of heritage assets and their significance	
		<b>4. Assessment of character and significance</b>	4A Urban and public realm	
			4B Transport, infrastructure and industry	
			4C Sport, leisure and entertainment	
4D Worship and commemoration				
		4E Conflict and defence		
		4F Rural settlement and land-use		
		4G Alluvial and wetland archaeology		
		4H Marine assets and landscapes		
<b>Responses</b>		<b>5. Protection of significance</b>	5A Designation and registration tools 5B Management Frameworks 5C Historic Environment Records	
		<b>6. Management of planned change in the historic environment</b>	6A Managing change in the historic environment 6B Strategic Condition Monitoring	
		<b>7. Managing major holdings of historic assets</b>	7A Protection and management of major holdings of historic assets	
		<b>8. Help and advice for owners</b>	8A Advice and grant aid to reduce risk or replace unavoidable loss with knowledge gain	

#### 4.The Landmark Trust Heritage Protection Plan

- 4.1.1 The Landmark Trust Heritage Protection Plan follows the main NHPP structure of Measures and Activities (summarised in Table 1). In support of each specific activity we set out below what we are going to do within the Plan period. The aim and scope of each activity is summarised in this document along with some context, a brief description of planned outcomes and the rough order of costs for each activity (this sum representing both staff and funded work). The Action Plan covers work across the Landmark Trust and includes both in-house (staff) resources and external commissions.
- 4.2 More detailed information about the projects being undertaken against activities can be seen on our web pages.
- 4.3 The estimated Landmark Trust annual budget for Heritage Protection Plan Activities between 2012/13 and 2014/15 is an average of £3.660m per annum distributed between the activities as follows:

### Landmark Trust Average Annual Expenditure (£)



## The Landmark Trust Action Plan

The tables below, summarising seven actions undertaken by Landmark, show how our various initiatives and responsibilities, which can be explored on our web sites, match NHPP priorities

ACTION 1: Assessment of Potential Landmarks			
Matches NHPP: Measure 1: Foresight Activity 1A2: Data-gathering and assessment of priorities for understanding and protecting the historic environment			
Context: The Landmark Trust "Potentials" process consists of data gathering and assessment of priorities for selecting the buildings we will invest in. The process requires Landmark to understand the historic environment, and to understand where it can be most useful, as an agent of last resort, in protecting that environment.			
Methodology	Outcome	Output	Cost
Maintenance and operation of a systematic process for identifying, analysing and progressing potential Landmark projects against an agreed set of criteria	Increased protection for the historic environment	Internal LMT documents guiding our process of selection of new Landmarks	£20k



ACTION 2: Projects Programme			
Matches NHPP: Measure 8: Protection through expert advice and grants Activity 8A4: Reducing risk to Heritage at Risk through acquisition and repair			
Context: As a matter of last resort, where owners and other agencies have not been able to take the necessary action to protect a key building or monument, Landmark Trust carries out projects to take ownership or stewardship, to carry out urgent and essential repairs, and to identify a sustainable future for the property. Landmark takes long-term responsibility for the asset.			
Methodology	Outcome	Output	Cost
A programme of acquiring, conserving and repairing buildings of historic interest, with the object of creating new Landmarks	The removal of historic properties from an "at-risk" state and giving them a productive future.	Continuous enlargement and development of the Landmark Trust estate.	Average investment p.a. c.£2m

ACTION 3: Employment of Craftspeople			
Matches NHPP: Measure 2: Strategic threat assessment and response Activity 2E1: Heritage management, conservation and craft skills shortages			
Context: Landmark recognises that there is a shortage of conservation and crafts skills in the heritage profession. Since maintenance of significant heritage relies to a great extent on the availability of a workforce with the right key skills in the right numbers. Landmark helps secure this capacity by employing its own craftspeople and by looking for opportunities to increase further the body of accumulated skills.			
Methodology	Outcome	Output	Cost
Employment of a skilled cadre of in-house craftspeople	Enhanced provision of craft skills nationally	Trained craftspeople with practical experience	£140k

ACTION 4: Maintenance Plan			
Matches NHPP: Measure 7: Managing Major Holdings of Historic Assets Activity 7A1: Asset management plans			
Context: Landmark Trust operates an asset management plan (the Maintenance and Improvement Plan) to govern the protection of our historic properties. This is based on a detailed understanding of the condition and significance of our Landmarks and other property, allowing current and future conservation needs to be addressed.			
Methodology	Outcome	Output	Cost
Annualised Maintenance System, based on regular Inspection Reports. Detailed understanding of condition and significance, allowing current and future conservation, repair, and maintenance needs to be anticipated and delivered.	Landmark Trust properties maintained in benchmark state	A rolling maintenance plan, with allocated budget, part of the Maintenance and Improvement Plan.	£1.2m

ACTION 5: Improvement Plan			
Matches NHPP: Measure 7: Managing Major Holdings of Historic Assets Activity 7A2: Estates change management			
Context: The use of our Landmarks as letting holiday properties is a commercial business and must respond to changing circumstances and changing customer expectations. We evaluate the impact of any development or requirement for change on the historic significance of the asset, and we provide expert advice to enable the enhancement or protection of significance.			
Methodology	Outcome	Output	Cost
An Improvements Strategy for our Landmark estate, based on regular Inspection Reports, and a strategic understanding of our customers' needs and desires.	Landmark Trust properties constantly improved to match technological advances and to meet modern expectations, without loss of historic significance.	A rolling improvements plan, with allocated budget, part of the Maintenance and Improvement Plan.	£200k

ACTION 6: Welcoming Visitors			
Matches NHPP: Supporting Action E2: Participation and outreach			
Context: Landmark plays a major role in public participation and enjoyment of the historic environment. Its core business is in letting historic properties as short term holiday homes for the sole use, delight, and pleasure of visitors. Landmark also operates programmes of Open Days; of special events; and of free lets to charitable and worthy causes.			
Methodology	Outcome	Output	Cost
The operation of a commercial business designed to allow visitors quality exposure to the built heritage; and the operation of programmes to allow free access to the same properties.	Many members of the public are exposed to the benefits of spending quality time in historic properties	In 2011/2012 47600 people stayed in Landmark properties and over 8000 people visited Landmarks on 66 Open Days at 21 properties.	Cost-neutral

ACTION 7: Fundraising and Development			
Matches NHPP: Supporting Action E3: Philanthropy and public support			
Context: Landmark Trust was founded on the idea that capital costs could be raised in advance, spent on the repair and restoration of buildings; and that future costs of maintenance and operation would be funded by offering them for holidays. The raising of capital costs is achieved by philanthropy; by appeals to friends, patrons and guardians; and by application to grant-giving bodies. In all these activities, Landmark has a successful and extensive track-record.			
Methodology	Outcome	Output	Cost
The operation of an experienced fundraising team, with the recruitment of a large cadre of dedicated supporters	Capital costs for restoration projects raised in advance of start; no financing costs.	Donations and grants pledged in 2011/12 totalled £2.35m	£100k