

REPORT OF THE DEPUTY LEADER
BIRMINGHAM HERITAGE STRATEGY

1. Introduction

- 1.1 The attached strategy, *Protecting the Past, Informing the Present*, sets a direction for the city's heritage sector for the next five years. The new strategy attached to this report has been developed by the Heritage Strategy Group, chaired by the Heritage Champion (Cllr Phil Davis) as a partnership document for the city as a whole, not a Council strategy. This reflects the need to attract funding and other kinds of support from a wider constituency of interest and the opportunity to work with partners outside the authority in promoting the city's heritage tourism assets, such as the Staffordshire Hoard and our industrial past.

2. Background

- 2.1 Birmingham City Council developed its first strategy for Heritage in 2007-12. This strategy put in place a multi-agency umbrella group, the Heritage Strategy Group, to provide an overview of heritage activity in the city. The strategy provided a framework for prioritisation of heritage projects coming forward across Birmingham which enabled co-ordination of bids to the Heritage Lottery Fund, and provided for a Heritage Champion appointed by the Council to focus on this specific sector.
- 2.2 This approach contributed to the successful development and delivery of twenty heritage projects during this period, totalling more than £35m and including restoration of Aston Hall and Park and the acquisition of the Staffordshire Hoard, as well as a host of smaller schemes and programmes.
- 2.3 The protection and enhancement of the city's heritage and historic environment is explicitly referenced in the Big City Plan and the emerging Birmingham Development Plan. Heritage protection is the focus of other Supplementary Planning documents and it is important that heritage considerations continue to be factored into new development in the city.
- 2.4 Heritage also has an important role to play in developing the city's identity and in supporting community cohesion. Issues of this kind have been reflected in the work of the Council's Social Cohesion and Community Safety Overview & Scrutiny Committee (Birmingham: where the world meets).
- 2.5 In addition, Birmingham, and its surrounding region, has the opportunity to capitalise on its significant heritage assets and its role in the development of industry and manufacturing in particular, and the strategy provides a focus for joint working to develop our heritage tourism offer.
- 2.6 The attached strategy therefore sets out four aims for the partnership; Preservation, Prioritisation, People and Promotion.

3. Themes of the Strategy

- 3.1 Preservation – including ensuring heritage is properly considered in the planning process, supporting the Heritage Champion and improving the sustainability of heritage programmes and projects.
- 3.2 Prioritisation – including working with the Heritage Strategy Group to bring forward projects, including in local districts, to co-ordinate bidding for funds and planning for major anniversaries and city events.
- 3.3 People – including participation, engagement and volunteering, celebrating local heritage and identity and supporting Districts to engage with heritage in neighbourhoods.
- 3.4 Promotion – including building a better story around our heritage and improving our marketing of heritage assets.

MOTION

That the City Council adopts the attached partnership strategy for Heritage, and undertakes to integrate its principles and actions into service planning for the period, leading the process where indicated.

***Protecting the past – informing the present
Birmingham's Heritage Strategy 2014 – 2019***

1). Foreword

Birmingham has a remarkably rich and diverse heritage, reflecting over 10,000 years of human occupation. This heritage includes museum, library and archive collections, the historic environment, parks, natural habitats and the stories of its people and communities.

The purpose of the Birmingham Heritage Strategy is to provide a framework and context for how we preserve, prioritise, encourage participation in and promote the city's heritage. Raising awareness of heritage helps to build a constructive sense of local identity and attracts visitors to the city.

The strategy identifies the main issues facing the city's heritage in the current economic climate and recommends practical measures to ensure the future care and management of this legacy. While we will retain a distinct City Heritage Strategy, this document will inform the wider City Cultural Strategy. It draws inspiration from cultural legacies of thought, artefacts and buildings and the vibrant cultural mix that is Birmingham today and connects with the themes of the Cultural Strategy: Culture on your Doorstep, Next Generation, Creative Industries and Great International City.

Birmingham's heritage is as much about the present and the future as it is the past. An effective Heritage Strategy needs to use Birmingham's rich and diverse history and culture as an inspiration and catalyst for its future development. This will include responding to renewed interest in Birmingham's unique contribution to global industrialisation as the originator, through Boulton, Watt and Murdoch, of the steam power revolution and numerous other mass production and technical innovations in the 'city of a thousand trades'.

The earliest processes of mass industrialisation are of more than academic interest in the fast-developing global economy. Our city needs a strategy for tapping into this fascination with Birmingham's past, to encourage both tourism and inward investment from the new industrial powerhouses of the 21st century.

In preparing this strategy the City Council, as the representative of the whole community, has acted as a coordinator for the many partner organisations in the city and elsewhere. One of the strategy's most important aims is to develop the existing cooperation between the Council, other key public and charitable agencies and the wider heritage community, paid and voluntary. We have identified 20 Key Actions and an outline timetable for completion where appropriate.

In the present climate, delivering major heritage investment will be challenging. This strategy aims to be realistic. It accepts that the city and its partners will achieve progress on some projects only when economic conditions improve, or if some currently unforeseen funding opportunity arises. We need to be flexible enough to respond to changing circumstances.

We can work together to create events to celebrate and develop Birmingham's living heritage traditions. This strategy is published as we enter a period of commemorations telling the story of Birmingham's role in the First World War. In 2015 we will also see the tercentenary celebration for St Philip's Cathedral, one of the premier sites of Christian heritage in the city. The bicentenary of James Watt's death in 2019 is an example of an opportunity to work with partners to celebrate his legacy on a national stage. We welcome the fact that discussions about this event have begun on the initiative of Birmingham University. Together, we can use this event to secure a lasting practical legacy for today and tomorrow, perhaps in the form of enhanced digital access to the globally important Soho archive and museum collections.

Ideas such as Birmingham History Week offer potential to celebrate the contribution of both old and new communities to building the modern city. Redundant buildings in city districts such as the former civic baths and library in Green Lane, Sparkbrook, have been restored to life and former glory by the Muslim community at minimal public cost.

This strategy aims to combine greater access to heritage assets in the present with improved stewardship for the future. It provides a framework for cooperation between all the local, regional and national organisations and individuals who are interested in and responsible for heritage in all its many forms. Their support is critical to the success of the Birmingham Heritage Strategy.

Cllr Ian Ward, Deputy Leader, Birmingham City Council

Cllr Phil Davis, City Heritage Champion

i) Introduction - What exactly is Birmingham's heritage?

For the purposes of this strategy, we define heritage in its widest possible sense. It is not only about physical assets but also intangible heritage and the range of heritage-related activities that take place in the city, including:

- Museums and art galleries and their collections
- Archives
- Libraries
- The historic environment (including historic buildings and structures, archaeological sites, historic townscapes and landscapes, scheduled monuments, registered parks and gardens etc)
- Parks
- Public art
- Natural habitats
- People and communities

This broad definition of heritage is consistent with that of the Heritage Lottery Fund, the biggest funder of heritage-related activity in the UK.

The city's heritage does not belong to the City Council, but to the people of Birmingham. A host of organisations, companies and individuals own heritage assets and deliver heritage activity. This strategy aims to be a robust but flexible framework for co-operation between the City Council and all those active in supporting local heritage.

For a more detailed analysis of the heritage assets in the city see Appendix 1.

II). The Birmingham City Council Heritage Strategy 2007-12

This new strategy builds on the successes of the earlier Birmingham City Council (BCC) Heritage Strategy. It seeks to address some of the omissions in that document and to respond to the dramatic changes to the heritage landscape resulting from the economic crisis. It responds to new ways of working locally that have emerged since the approval of the previous City Council Heritage Strategy in 2007. The new strategy is not only a Council document but a strategy for the city as a whole.

The main achievement of the original strategy was to put in place some foundations, most notably the establishment of a multi-disciplinary umbrella group (the BCC Heritage Strategy Group) to provide an overview of heritage activity and the creation of a formal prioritisation process for City Council heritage projects. These two initiatives have resulted in a much more joined-up approach to heritage issues and ensured that projects do not compete with one another for external funding.

This structure has helped support the successful development and delivery of some 20 heritage projects totalling over £35m in value. These include major restoration and refurbishment schemes like Aston Hall and Park (£13m), internationally significant museum acquisitions, most notably the Staffordshire Hoard of Anglo-Saxon gold (£3.4m), and a host of medium-sized and smaller heritage projects delivered by a variety of organisations across the city. A list of the main projects is attached as Appendix 2.

Finally, one of the achievements of the strategy was to showcase and highlight the rich heritage of the city and identify the main heritage assets and activities. These are included in the 2007-12 strategy document, which can be viewed at <http://www.bmag.org.uk/about/plans&policies>

III). Who owns the strategy?

This strategy has been developed through the Birmingham Heritage Strategy Group (HSG), which is made up of representatives from the main organisations in the city with responsibility for, or an interest in, heritage activity. Each organisation is autonomous, though some, notably Birmingham Museums Trust, receive direct funding from the City Council. The Strategy is a framework for cooperation towards a common goal, the enhancement of heritage assets and activities within the city. The following organisations are currently represented on the group:

Birmingham City Council
Birmingham Museums Trust
Birmingham Conservation Trust
Birmingham Heritage Forum
Heritage Lottery Fund
English Heritage
National Trust
Victorian Society
Birmingham Civic Society
University of Birmingham
Birmingham City University
Birmingham Voluntary Services Council (BVSC)
Birmingham Assay Office
Jewellery Quarter Development Trust
Birmingham Botanical Gardens
Canal and Rivers Trust
Royal Institute of British Architects (RIBA)

The Heritage Strategy Group is chaired by Birmingham's Heritage Champion, Councillor Philip Davis. The Heritage Champion is appointed by the relevant portfolio holder in the City Cabinet, Deputy Leader Councillor Ian Ward.

The Heritage Champion's role, working with the Deputy Leader, is to provide leadership, help join up policy and strategy, and bring benefits to the wider city and its communities by encouraging a greater focus on heritage and the historic environment.

The Birmingham Heritage Champion is one of a network of heritage champions across England, promoted and supported by English Heritage, the Government's lead advisory body for the historic environment with a statutory role in the planning system.

Birmingham Museums Trust is the biggest heritage organisation in the city, an independent charity owned by Birmingham City Council. The Council contracts the Trust to co-ordinate and service the Heritage Strategy Group meetings and to manage the production of the strategy on behalf of the group. Responsibility for the delivery of the strategy lies with the strategy group as a whole.

IV). Strategic objectives

The new strategy has four key objectives/aims:

- 1. Preservation**
- 2. Prioritisation**
- 3. People**
- 4. Promotion**

1. Preservation: protecting and managing what we value

Preservation and conservation are at the heart of most heritage activity, be it the historic environment, museum and archive collections or cultural traditions.

The protection and enhancement of the city's heritage and historic environment is explicitly included by the City Council as a key objective in both the Big City Plan and the emerging Birmingham Development Plan. Heritage protection is also the focus of a number of BCC Supplementary Planning Documents (SPDs), notably the Archaeology Strategy SPD, the Conservation Strategy SPD, and the Historic Environment SPD (in preparation).

It is vital that the recent changes to the planning system do not inadvertently undermine the protection of the historic environment, and the sector needs to remain vigilant against this.

It is equally important that the historic environment is given proper consideration in relation to the major infrastructure projects taking place or planned for the city, such as New Street Station, the Metro extension, the Paradise Circus redevelopment and HS2.

Although protection is important, it does not mean that new development is unwelcome. A healthy city will combine new with old, with an emphasis on high-quality design. The City Council's Heritage Champion, working with fellow elected members, and the City Design and Conservation team, have a key role to play in this process.

Sustaining heritage activity

In addition to the physical protection of the historic environment, the economic situation, and in particular the impact of cuts in public funding, mean that preservation includes ensuring the sustainability of organisations and groups working on heritage sites, projects and activity.

In order to remain sustainable, organisations will have to manage their costs, maximise funding opportunities from public and private sectors, and seek to develop new income streams.

The biggest public funder of heritage is the Heritage Lottery Fund (HLF). The HLF has been vital to the success of many of the major heritage projects in the city over the last 15 years.

Other public bodies providing substantial heritage funding are English Heritage and Arts Council England. Both of these organisations have clearly defined remits and do not cover all areas of heritage. As Government agencies, their budgets have been significantly reduced. There are other impending changes, as the Government is currently consulting on dividing English Heritage into two organisations.

Historically the City Council has been a valuable source of funding for heritage activity. However, given the level of reductions in central Government funding it faces, the Council is no longer in a position to provide significant support for heritage projects. Some new funding streams are emerging which the council will administer, most notably the new Community Infrastructure Levy (CIL).

The City Council is a key member of the Greater Birmingham Local Enterprise Partnership (GBSLEP). The LEP's Strategy for Growth, which determines its priorities for investment, identifies the creative and tourism sectors as sector strengths. The LEP's Creative City sub-group is responsible for planning development in the cultural, digital, creative and visitor economies, and closer engagement with this group could yield opportunities for heritage-related tourism.

Commercial development, business sponsorship and private giving

Historically, generating income from commercial sponsorship and private giving has been a challenge for most heritage organisations, at least outside London. There have been some exceptions, most notably the University of Birmingham, which has been successful in securing substantial donations from alumni towards a range of cultural facilities. However, with the decline in public funding the need to generate income from the private sector has become more important than ever.

One positive development has been the establishment of Business Improvement Districts, which have provided new partnerships and potential funders who are sympathetic to the preservation and enhancement of local heritage. Colmore BID has transformed Church Street with the creation of Church Street Square, and is active in its promotion of cultural and heritage events and activities. Similarly, the Jewellery Quarter Development Trust (JQDT) has its own heritage champion and is keen to develop the heritage offer of the quarter. The Colmore and JQ BIDs worked in partnership in 2013 with the *Findings* project, commissioning artist and photographer Tom Hunter to create a new body of work in Birmingham, finding, exploring and revealing places and spaces in the two areas. There is also JQDT interest in reviving connections to the European Route of Industrial Heritage (ERIH) as a branding and promotional opportunity.

Another area where business can be incentivised to support heritage is through the HLF's new *Heritage Enterprise* funding stream, which is designed to breathe new life into historic sites by repairing, adapting and giving them a productive new use. The intention is to encourage private developers to work with community and not-for-profit organisations to deliver commercially viable schemes by funding much of the repair costs.

Most heritage organisations will be seeking to support their operating costs by developing income generation through admissions, sales, room hires, fundraising activities and donations.

Working in partnership

With the reductions in public funding it is clear that organisations need to work collaboratively to maximise the impact heritage activity can have on the city. There are numerous examples of good partnership working of very long standing, including the Birmingham Heritage Forum.

Major anniversaries like the Matthew Boulton Bicentenary in 2009 lend themselves to collaborative working, and a cross-city group has been in place since 2012 for the forthcoming First World War commemorations. Bringing together the work of individual organisations lends critical mass to such events, and helps to avoid duplication and share marketing costs.

Heritage trails, in both print and digital format, are an effective way to link disparate organisations and sites together in a coherent way at a relatively low cost. Good examples of this include the Jewellery Quarter Heritage Trail, the Tolkien Trail, the Matthew Boulton Trail and Pugin Trail.

Partnerships require special skills and a proactive, flexible approach to new and different ways of working. Areas in which more could be done include proactively and collectively embracing initiatives like the European Route of Industrial Heritage (ERIH).

New ways of working

As indicated above, the City Council increasingly has to focus on delivering core business and statutory functions, and is no longer in a position to fund and deliver many of its traditional functions or services. Instead, it will act as an enabling body, commissioning other organisations. BCC has already made this change by creating the independent charity Birmingham Museums Trust to manage its collection and venues.

The reduction in local government funding has inevitably had an impact on the council's ability to maintain its own historic property assets. Where the City Council is unable to care for a heritage asset, it may be preferable to transfer ownership to another organisation or private owner who is in a better position to care for it. This could be through a sale or a community asset transfer (CAT). The conditions for creating a CAT include a requirement that there must be a realistic and robust business case, to minimise the risk that the community organisation will in future revert to the City Council seeking funding support.

Preservation - key actions for Heritage Strategy Group Partners:

- 1. Ensure heritage is properly considered in planning and development processes*
- 2. Support the role of the City Council's Heritage Champion and the City Heritage Strategy Group*
- 3. Highlight and share information on funding issues/opportunities and promote alternative streams of income generation*
- 4. Support existing partnerships and seek to develop new ones, especially around major anniversaries and other citywide events.*

5. *Protect and sustain assets and consider their transfer where a robust business case is in place.*

2. Prioritisation: role of the Heritage Strategy Group

One of the main purposes of the previous heritage strategy was to prevent major projects from clashing and competing for the same funding streams, not least the Heritage Lottery Fund.

The system that was established has worked well, providing a point of contact for shared information on heritage projects and bids in the city, and we will continue and develop this. One area for improvement is to ensure that all Birmingham heritage organisations and projects participate in the process, not only those sponsored by the City Council. This is already happening in practice, but the process needs to be formalised.

It is important that the expanded Heritage Strategy Group has some oversight of all Birmingham projects seeking to submit applications to the Heritage Lottery Fund's main heritage grants programme (£100k upwards), to ensure optimum success for the city as a whole.

The purpose of the group is to ensure that there is a coherent, joined-up approach to developing and submitting projects and bids, avoiding duplication and overlap and sharing advice and support.

The current economic situation means that fewer bids for HLF funding are being made for major projects in the city. The HLF has high levels of funding available, but potential applicants are having difficulty in finding the necessary match funding. The ability to bring in partnership funding will become more critical than ever to the success of heritage projects.

Development opportunities in the city centre mean that high-profile city centre heritage projects are more likely to succeed than schemes in the city neighbourhoods, which have less impact city-wide but are of great local value.

This does not mean that local projects should not be supported, simply that they need to be of a manageable scale. It also underlines the need to develop alternative sources of income generation.

Local and district projects

This strategy supports investment in the heritage of the city centre, but there also needs to be a clear strategy for dealing with heritage in the rest of the city. Local heritage is of vital importance in building confident communities, and Districts have locally managed funds to support heritage projects. It is important that funds raised through the Community Infrastructure Levy (CIL) on development sites are made available across the city. CIL will be critical as match funding for leveraging external funding from the HLF and other bodies. Under the government guidance it is understood that a 'meaningful proportion' of CIL will be returned to the areas in which development takes place. Accordingly, there is an opportunity for heritage projects to be funded through this process. The Heritage Strategy Group's prioritised list of projects will be the basis for consideration of the allocation of funding.

Heritage investment does not have to be in large-scale projects involving fixed assets. Many smaller-scale community projects that focus on activity and engagement rather than bricks and mortar are very successful and have a lasting impact. The HLF runs a range of smaller funding programmes that are ideal for such projects and numerous good examples have taken place over the last few years (see Appendix 2). With HLF support, such projects could be a growth area across Birmingham over the coming years.

Prioritisation - key actions for Heritage Strategy Group Partners:

- 6. Continue the Heritage Strategy Group project prioritisation process and develop guidelines for prioritisation*
- 7. Identify potential heritage projects coming forward*
- 8. Identify sources of match funding which can be used as partnership for HLF applications and for heritage funding in City Districts.*

3. People: participation and engagement

People make and use heritage. Some aspect of heritage will have meaning and relevance to every one of us. A key purpose of the strategy therefore has to be to support the people of Birmingham in engagement with heritage, participating in local decision-making and developing a sense of local ownership. This support will include programmes of skills development that will enhance community capacity and build professional expertise for the future.

Birmingham has a long history of migration and the most ethnically diverse population in the UK. The strategy will support groups and individuals in recording their contribution to Birmingham's heritage. It will promote the story of Birmingham and its people to the world.

There are already numerous examples of excellent heritage engagement work going on across the city, and there is a role for the Heritage Strategy Group in capturing, sharing and promoting good practice.

Celebrating Birmingham's Heritage

There is an intrinsic value in participating in any cultural activity. However, heritage is especially powerful in developing a sense of place and identity, as a means of bringing people together and celebrating shared values and interests. The report of the City Council's Social Cohesion and Community Safety Overview and Scrutiny Committee (*Birmingham: where the world meets*, February 2013) highlighted the importance of history and heritage in supporting cohesion. A specific recommendation was that the introduction of a citywide annual Birmingham History Week should be considered. A possible date might be early September, when the annual Heritage Open Days national event takes place. Community engagement should play a major part in the development of the event, supporting local groups in determining what aspect of their heritage they wish to celebrate.

Volunteering: a vital resource

Another key area of participation in heritage is volunteering. Most heritage organisations have groups of dedicated volunteers and it is essential that we recognise and support the individuals and organisations who play such an important role in managing and facilitating access to heritage assets.

The National Trust is a leader in the effective use of volunteers from all age groups and backgrounds, but other heritage organisations have also been very successful, for example Birmingham Conservation Trust. The traditional image of volunteers as retired enthusiasts is increasingly out of date as a result of more inclusive and imaginative volunteer recruitment schemes. It is worth noting that the Heritage Lottery fund also sees volunteering as a highly effective way of involving people in their heritage, and volunteering opportunities are one of their key criteria in awarding grants.

It is especially important that we inspire young people to engage with their heritage. Participation in heritage projects offers opportunities for learning about how the way that people lived and worked in the past shaped the city of today. It also provides the chance for young people to work together in teams to acquire practical and study skills that contribute to their confidence and employability. Birmingham Museums Trust's Science and Heritage Career Ladder has been successful in engaging young people in this way, and the Heritage Lottery Fund's Young Roots programme provides dedicated funding for heritage projects involving young people. The city's strategy for young people and culture, *A creative future*, will be revised in 2014 and will reflect the importance of young people's engagement in heritage.

Neighbourhood and District heritage

One of the key issues around participation is the distinction between the heritage of the city centre and that of the rest of the city. City centre heritage attractions inevitably get more visitor footfall, especially from tourists, resulting in a higher profile.

Birmingham has significant heritage assets throughout its many neighbourhoods, and these deserve more investment in the form of promotion and activities that will develop access and participation by local people and visitors to the city. One way of doing this is by ensuring that heritage activity is better connected through the City Council's devolved District structure.

The Cultural Strategy has sought to develop local infrastructure for culture outside the city centre, establishing local arts plans and local arts forums in each district. Since heritage, including intangible heritage, has many synergies with arts activity, the Local Arts Forums could perhaps provide a focal point for heritage. This is already happening in some parts of the city: for example, Blakesley Hall works closely with the Yardley Arts Forum.

We would encourage each City District Committee to appoint a Heritage Champion (either from among its elected members or other residents), to focus support for local heritage assets and participation in heritage activity.

Working with arts practitioners can result in new and imaginative ways of looking at old buildings, sites and collections and engaging new audiences. Such an approach has been used to excellent effect to get local people involved in, and actively supporting, the restoration of the Grade II Stirchley Baths as a new community facility.

As well as bringing new approaches to the interpretation of heritage, the involvement of artists opens up opportunities for accessing alternative funding streams.

HLF priority areas in Birmingham

The Heritage Lottery Fund has identified a number of priority areas in the city which have received less funding than other parts of the region. The areas are:

- Perry Barr
- Oscott
- Handsworth Wood
- Lozells & East Handsworth
- Aston
- Soho
- Ladywood
- Nechells

Applications from a Priority Development Area will not automatically receive a grant, but HLF's development team will spend more time with groups from these areas who are developing projects that meet their criteria.

People: participation and engagement - key actions for Heritage Strategy Group Partners

9. Pilot a Birmingham History Week

10. Integrate heritage more effectively into the citywide model for the cultural engagement of young people

11. Encourage and support more heritage and community groups to record their heritage, working in partnership to develop Young Roots and other smaller-scale HLF projects

12. Share best practice in managing, supporting and developing volunteers

13. Explore integrating heritage into the local arts forums

14. Encourage each BCC District Committee to appoint a Heritage Champion

4. Promotion: telling the Birmingham story, past, present and future

'I sell here, Sir, what all the world desires to have – POWER!'
Matthew Boulton to James Boswell, 1776

Birmingham has a rich and diverse heritage and a host of places to visit. However, we need to better highlight, celebrate and promote our heritage offer.

Birmingham's heritage identity: building a brand

Many cultural heritage tourism destinations like Bath, York or Barcelona focus on a single aspect of the city's heritage. Birmingham's heritage is more diffuse and multi-layered, and of course multi-cultural. If one were to identify a single unique selling point it would be the city's and region's contribution to the Industrial Revolution.

Birmingham is one of the places where the modern world began. It was a pioneer of mass production, especially in high-quality metal manufactures. The Soho Manufactory, and Boulton, Watt and Murdoch's technical innovations there, led the way in combining entrepreneurship and invention in the world's first purpose-built modern factory. As well as being a cradle of industrialisation, Birmingham in the second half of the 18th century was one of the most important centres of Enlightenment thought in Europe, as exemplified by the activities of the Lunar Society.

Birmingham has an unparalleled range of internationally significant heritage assets which tell this story. These include:

- the city's archives, held in the Library of Birmingham
- the city's museum collection, including the world's oldest working steam engine, the Smethwick Engine, the finest collection of Matthew Boulton metalwares in the world, and many other collection areas
- Boulton's home, Soho House
- the city's canal network
- St Philip's Cathedral and St Paul's Square
- Birmingham Assay Office
- the Jewellery Quarter

More could be done to make these resources both physically and intellectually accessible, for example by digitising the Soho archives and conserving, cataloguing and publishing the areas of the city's collection that relate to Birmingham heritage.

The Matthew Boulton bicentenary programme in 2009 was an excellent showcase for Birmingham's heritage. As a result, Boulton's contribution to British history has now been more fully appreciated, first by the Bank of England portraying Boulton and his partner James Watt on the new £50 note and, more recently, with the announcement that Boulton is to be memorialised in Westminster Abbey (again alongside Watt).

However, there is more to be done. Despite local and regional success, the Boulton Bicentenary did not get the national and international coverage it deserved. The bicentenary of James Watt's death in 2019 will offer a similar

opportunity with global interest (not least in China), especially if it is approached in partnership with other organisations throughout the UK.

Marketing our heritage attractions

Since the first Heritage Strategy, Marketing Birmingham's Visit Birmingham website visitbirmingham.com has improved dramatically the way it promotes the city's heritage attractions.

The City Council and the major heritage organisations across the city, such as Birmingham Museums Trust, the National Trust, English Heritage and the University of Birmingham should be encouraged to co-market their heritage attractions for marketing purposes at both local and city level.

Internationally, city and partner engagement with the European Route of Industrial Heritage (ERIH), a major promotional network linking the UK to Holland and Germany, could bring benefits. In areas with historic but continuing manufacturing traditions like the Jewellery Quarter there is also the opportunity to promote industrial tourism in cooperation with local firms. For example, the high status metal insignia manufacturer Toye Kenning & Spencer in Warstone Lane has been in business since 1685.

As well as working with each other, the larger organisations need to support smaller organisations like the Big Brum Buz, which does so much to promote all city heritage and Birmingham Heritage Forum, the organisation that represents and promotes smaller heritage attractions and groups across the city. One of the clear messages from members of the Heritage Forum is that the promotion of the city's heritage becomes increasingly thin as one moves away from the city centre. The Council's District Committees may be able to pull together local attractions and groups to address this.

Promoting our heritage locally

As well as promoting the city's heritage to visitors we need to communicate it more effectively to our own citizens, both as users and as advocates, proud to show visiting friends and relatives what Birmingham has to offer. Local volunteers and District Heritage Champions have a major role to play in heritage promotion and advocacy.

The idea of a Birmingham History Week has great potential to promote local heritage to local people.

Finally, the growth of social media means that everyone is a potential marketer for city heritage. Word of mouth remains an important means of promotion and Facebook, Twitter and websites like Tripadvisor are brilliant tools for getting the message out locally and to the wider world.

The economic benefits of heritage

Birmingham's historic significance is something we can all take pride in, but there are other good reasons for promoting it. Cultural tourism brings well-documented economic benefits, so communicating the message about the city's heritage offer more effectively is critical to the development of the city as a whole. The success of the German Christmas Market has demonstrated that, with the right investment

in promotion, people will come to Birmingham in large numbers and bring money into the local economy.

Promotion - key actions for Heritage Strategy Group Partners

15. Continue to develop Marketing Birmingham website
16. Link to *European Route of Industrial Heritage (ERIH)* to promote the story of the city's role in the Industrial Revolution and global manufacturing.
17. City and partners to begin long-term national planning for Watt Bicentenary in 2019 as a global promotional opportunity
18. Explore additional ways of promoting non city-centre heritage attractions and making archive and museum collections more accessibly
19. Invite BIDs to further engage with heritage promotion/marketing
20. Encourage all citizens to promote the city's heritage using social media

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MAPPING BIRMINGHAM HERITAGE: APPENDICES

The following appendices attempt to list, as far as possible, the wealth of heritage buildings, assets, activities and other resources available to the city. In a city of this size the list cannot claim to be exhaustive, but even so it indicates the wealth of human and material assets available to us as a community.

Appendix 1 – Summary of Birmingham’s main Heritage Assets

The historic environment

The historic environment is made up of the buildings, monuments, sites and landscapes that reflect our history. Individual sites of historic significance are protected through designation, for example by Listing. However, together these various elements provide a distinctive sense of place and their protection and management needs to be considered in its totality.

Listed Buildings

There are 1,489 Listed buildings in Birmingham. In addition to these, there are 15 parks and gardens of special historic interest and 14 scheduled monuments.

Details of all buildings and other Listed sites in Birmingham can be found in the National Heritage List for England: <http://list.english-heritage.org.uk/>

Grade I (22) – *English Heritage definition: buildings of exceptional interest, sometimes considered to be internationally important*

Aston Hall
Aston Hall Lodges
Aston Hall Stables Range
Town Hall
Curzon Street station
Handsworth Cemetery Chapel, Oxhill Rd
Victoria Law Courts
122-124 Colmore Row
17 & 19 Newhall St
21 Yateley Rd Edgbaston
School of Art, Margaret St
St Philip’s Cathedral
St Andrew’s Church, Handsworth
St Agatha’s Church, Sparkbrook
St Edburgha’s Church, Yardley
St Laurence’s Church, Northfield
St Nicholas’ Church, Kings Norton
St Paul’s Church, Jewellery Quarter
Church of the Holy Trinity, Sutton Coldfield
New Hall, Sutton Coldfield
The Homestead, 21 Woodbourne Rd, Edgbaston
25 Woodbourne Rd - Garden wall and gate piers

Grade II* (108) – *English Heritage definition: particularly important buildings of more than special interest*

There are 108 Grade II* Listed buildings in Birmingham which include extremely significant sites like Soho House, the Council House, the Grand Hotel, St Chad's Cathedral, City Arcade, and Highbury Hall.

Grade II – *English Heritage definition: nationally important buildings of special interest*

There are 1,374 Grade II Listed buildings in Birmingham.

Registered Historic Parks and Gardens (15) – all Grade II except where indicated otherwise

Aston Park
Birmingham Botanical Gardens (II*)
Brandwood End Cemetery
Cannon Hill Park (II*)
Castle Bromwich Hall Gardens (II*)
Edgbaston Hall
Handsworth Park
Highbury Park
Key Hill Cemetery (II*)
Sutton Park
The Vale, Edgbaston
Warstone Lane Cemetery
Westbourne Rd Town Gardens
Winterbourne Gardens
Witton Cemetery

Scheduled Monuments (14)

Metchley Roman Forts
Weoley Castle
Perry Packhorse Bridge
Hawkesley Farm Moated Site
Burnt Mound in Fox Hollies Park
Kingstanding Mound
Burnt Mounds at Moseley Bog
Kent's Moat
Medieval deer park and other archaeological remains in Sutton Park
Gannow Green moated site
Burnt Mounds in Woodlands Park
Water Orton Bridge
Guillotine Lock, Stratford Canal
Peddimore Hall moated site

Public art

While not all public art is heritage, there are some 50 historic public art works in Birmingham. These include statues, sculpture and fountains, some of which are Listed

structures, and which are in the ownership of a range of organisations including the City Council, University of Birmingham, Aston University and private developers.

Officers from the Cultural Commissioning Service and Planning and Regeneration Service set up a Public Art Gateway Group in 2012. The group maintains an overview of public art commissioning linked with major schemes in the city, ensuring that correct processes are adhered to in order to balance Birmingham City Council's interests concerning artistic quality, planning suitability, sympathy to surroundings and maintenance obligations, and to sign off proposals that meet these requirements.

War Memorials

In addition to historic public artworks, there are some 215 recorded war memorials in Birmingham, a number of which are Listed. This is clearly a very topical area of the city's heritage given the forthcoming centenary of the start of the First World War in 2014.

To view the list search Birmingham on www.ukniwm.org.uk/

Cemeteries

Several of the city's cemeteries feature on the English Heritage Register of Parks and Gardens of Special Historic interest and contain buildings and structures that are Listed by English Heritage in their own right. Each year, many hundreds of people visit cemeteries for their historical interest and to assist them with tracing their family history; a pursuit that has grown in popularity in recent years.

Conservation Areas

In addition to individually Listed/scheduled sites there are 30 Conservation Areas in Birmingham. Giving an area Conservation Area status helps safeguard its special character for future generations. These areas are varied in character but all contain buildings, structures or features of historic or architectural value which combine to create a unique environment.

The City's Conservation Areas range from the Jewellery Quarter, which contains Europe's largest and best surviving group of Victorian and early 20th-century buildings devoted to the manufacture of jewellery and similar small goods, to the internationally acclaimed Bournville Village, which dates from the late 19th century.

For a full list of these areas visit www.birmingham.gov.uk/conservationareas

Archaeology

Archaeological remains provide information on all periods of Birmingham's past, from prehistoric times to the present day. They consist of below-ground and standing features, and the artefacts and environmental evidence associated with them, which provide evidence for human activity and environmental conditions in the past. The city's museum collection contains records and assemblages from previous excavations and other archaeological interventions. Archaeological remains survive in all parts of the city, as buried remains and as features visible above ground. They are

part of the historic environment, together with historic buildings and historic landscapes.

The planning process, in accordance with the National Planning Policy Framework and the Council's own policies, manages the effect of new development on archaeological remains. It includes requirements for adequate information before planning applications are considered; for preservation of archaeological remains through design solutions (permission for development may be refused if the impact on archaeological remains cannot be adequately mitigated); for excavation in advance of development as a condition of planning permission, followed by analysis and publication; and for public interpretation of archaeological remains. In addition to the display and interpretation of excavated remains (for example at Booth's Farm in Great Barr), design of new development can also reflect and interpret archaeological remains through architectural details (such as the Beorma Quarter development in Digbeth) or by landscape design (such as the Plaza at the Queen Elizabeth Hospital or the remains of Metchley Roman Fort).

The Heritage Strategy can augment the planning process by identifying opportunities to bring the results of archaeological work undertaken as part of development to a wider audience. Outside the planning process, it can encourage appropriate management of archaeological remains and, where it does not have a detrimental impact on those remains, provision of access and public interpretation. The Heritage Strategy can also encourage further research and ensure that the contribution of archaeological evidence to an understanding of all periods of the city's past is fully acknowledged and explained.

Birmingham Historic Environment Record

The City Council maintains the Birmingham Historic Environment Record (HER) which is a database of all archaeological sites and finds in the city. It currently contains over 2800 entries, including archaeological sites, Listed buildings, other historic buildings and finds of objects. The categories of information on each site include the site's name, location, period, type, description and sources of information. The HER is based on a Geographic Information System: the location and extent of all sites are recorded on computer-based mapping.

Parks and natural habitat

Parks are cultural landscapes and are thus heritage assets. More than half of the city's 14 Scheduled Monuments are in Parks.

The City Council is the custodian of 8,000 acres of park and open spaces – more than any other city in the UK. These include 2 Sites of Special Scientific Interest (SSSI) and 7 local nature reserves, including Sutton Park, which at 2,400 acres is the largest urban nature reserve in Europe. The Council is also responsible for 42 Sites of Importance for Nature Conservation (SINC), 89 Sites of Local Importance for Nature Conservation (SLINC) and the popular Birmingham Nature Centre in Cannon Hill Park.

The distinction between parks and natural habitats is arbitrary in Britain, because the entire landscape has been influenced by human activity. A plantation, pond or heathland is as much an artefact as an historic building or a work of art. The biggest archaeological artefact in Birmingham is the landscape of Sutton Park, and the most significant component artefact is the heathland. Some of these heathlands are

registered by statute way and Sutton Park is a regional pilot for a new English Heritage designation through a Heritage Partnership Agreement.

In addition to heathlands, some woodlands are classified as 'Ancient and Semi-Natural'. These areas of woodlands are a vital part of our heritage as they provide a range of habitats which support a wide diversity of plants and animals. Many woodland species depend entirely for their survival on the continued existence of these habitats. Ancient semi-natural woodlands – known as ASNWs – are a prominent feature in many landscapes and are a significant economic and historical resource. They are all that remain of the original forest that once covered most of Britain yet now occupies only 1% of the land surface.

Ancient Woods are sites which have been wooded continuously for several hundred years, and at least since the time when the first reliable maps were made. In England and Wales, ancient woods are those known to have been present by around AD 1600. Some ancient woodlands may be remnants of our prehistoric or primary woods, and others grew up as secondary woodland on ground cleared at some time in the past.

In addition to these Ancient Woods there are stretches of ancient hedgerows in several of Birmingham's Country Parks such as Woodgate Valley, the Lickey Hills and Sheldon, which in turn are registered on the Eco Record.

The Nature Conservation Strategy for Birmingham was adopted as Supplementary Planning Guidance in November 1996. This means that we take it into account when deciding planning applications. It provides comprehensive advice and guidance for the conservation of the city's biodiversity.

Museums and heritage attractions

Birmingham Museums Trust

Birmingham Museums Trust was created in April 2012 and is the largest independent museum trust in England.

BMT cares for the collection owned by the City of Birmingham. The collection, consisting of around 800,000 items, is the finest civic collection in England, with internationally significant holdings in art, particularly the Pre-Raphaelites and 20th-century English art, Birmingham history and archaeology, ancient civilisations, world cultures, and science and technology. Most of the collection is Designated as Outstanding by the Department of Culture, Media and Sport.

The collection is accessible to the public at nine sites, six of which are Listed Buildings and one a Scheduled Monument: Birmingham Museum and Art Gallery, Thinktank, Aston Hall, Blakesley Hall, Museum of the Jewellery Quarter, Sarehole Mill, Soho House, Weoley Castle and the Museums Collections Centre. Together the sites receive over 1 million visits per annum. Some 2.7 million people a year view the trust's collections on line or as loans to exhibitions around the world.

Other museums and heritage sites

Other significant museums and cultural heritage venues in Birmingham include:

The Barber Institute (University of Birmingham)
The Lapworth Museum (University of Birmingham)

Winterbourne House and Gardens (University of Birmingham)
Birmingham Back to Backs (National Trust)
J W Evans Silver Factory (English Heritage)
Birmingham Botanical Gardens

In addition to these major venues there are many other smaller organisations and sites, many of whom are members of Birmingham Heritage Forum, which represents more than 40 heritage attractions across the city.

For more information visit <http://www.birminghamheritage.org.uk/>

Libraries and Archives

In addition to being housed in an impressive new landmark building, the Library of Birmingham is unique among English public libraries for the depth and range of the collections it houses. It holds six collections designated as 'nationally significant': Photography, Archives, Early & Fine Printing, Literature, the Birmingham Collection and Music.

1. **Photography** The Library has over 2 million photographs and holds the only national collection of photography in a public library in the UK. There are outstanding collections including those of pioneers such as Sir Benjamin Stone, Francis Frith and Francis Bedford as well as more modern collections such as Paul Hill / Photographer's Place and Vanley Burke.

2. **Archives** The City Archives holds over 6000 archive collections including numerous major collections of national and international importance such as the archives of industrial innovators James Watt and Matthew Boulton, broadcasting pioneer Charles Parker, and transport industry giants, Metro-Cammell.

3. **Early and Fine Printing** A collection of outstanding quality and significance incorporating over 8,200 books printed before 1701. These include splendid examples of early atlases, bookbinding from the 15th century, 4,500 examples of fine printing, outstanding hand-coloured illustrated books and two 17th-century parish libraries.

4. **Literature** The Central Library holds the most significant and extensive collection of literature in a public library including the Birmingham Shakespeare Library, one of the world's most comprehensive Shakespeare collections, a vast collection of war poetry, and a unique collection of children's books and games.

5. **The Birmingham Collection** is exceptional in depth and detail among historic civic collections. It charts every aspect of the city, bringing together material available nowhere else. Its appeal is both national and international in scope.

6. **Music** The collection contains material of national and international significance including records of the Birmingham Triennial Music Festival, correspondence with composers such as Mendelssohn, Elgar and Gounod, Handel Libretti, and a vast collection of performance sets.

Community Libraries

Outside the city centre, all of the City Council's community libraries play an important role in delivering heritage services, providing resources for Local History or through

exhibitions and events. A significant number of the community libraries are housed in Listed buildings eg Springhill, Handsworth, Stirchley.

University Libraries and Archives

The University of Birmingham and Birmingham City University have important archival collections.

People and communities

The heritage of Birmingham is not just about places, but its people, communities and products.

Famous Birmingham residents include:

Matthew Boulton
James Watt
Joseph Chamberlain
Sir Arthur Conan Doyle
JRR Tolkien
Barbara Cartland
Louisa Ann Ryland
Benjamin Zephaniah
Ozzy Osbourne
John Baskerville
George Cadbury
Lady Barber
Neville Chamberlain
John Curry
Tony Hancock
Enoch Powell
Jasper Carrot
Chris Tarrant
Toyah Wilcox
Julie Walters
Nigel Mansell
Lisa Clayton
Cardinal Newman
Sir Edward Burne-Jones
David Cox
Sir Herbert Austin
Sir Rowland Hill
Washington Irving
Sir Josiah Mason
William Murdock
Oscar Deutsch
John Bright
Thomas Attwood
Joseph Priestley
Joseph Sturge
Lord Nuffield
Joseph Lucas
Alexander Parkes

A significant number of these individuals are recognised through Birmingham Civic Society's blue plaque scheme.

Birmingham Communities

Over the years, Birmingham has been a place where many different ethnic and cultural groups have come to make their homes. These communities have brought with them their own traditions, stories and heritage, which have in turn contributed to and enriched the heritage of Birmingham. The city is now home to communities from Afghanistan, Bangladesh, Bosnia, China, Cyprus, Greece, India, Iran, Ireland, Italy, Kurdistan, Latin America, Pakistan, Poland, Scotland, Somalia, Sudan, Vietnam, the West Indies and Yemen.

Birmingham products

Jewellery and metalwares
Firearms
Cars
Aircraft (including the Spitfire)
Dunlop Tyres
Cadbury's chocolate
HP Sauce
Bird's Custard
Acme Whistles
Balti

Appendix 2 – Completed heritage projects 2007– 2013

Major projects:

- St Mary's Church graveyard, Handsworth 2008
- St Nicholas Place, Kings Norton 2008
- Aston Hall & Park restoration and refurbishment completed 2009
- Matthew Boulton Bicentenary celebrations 2009
- Statue of John Bright - restoration and redisplay in Birmingham Museum & Art Gallery 2009
- Museum of the Jewellery Quarter refurbishment 2009. Winner of Visit England's national award for 'Best Small Visitor Attraction 2010'
- Acquisition of the Staffordshire Hoard 2010
- Restoration and refurbishment of Weoley Castle 2010
- Statue of King Edward VII restoration and relocation 2010
- Victoria Square Fountain refurbishment 2010
- Jewellery Quarter Trail 2010
- Winterbourne House restoration 2010 (University of Birmingham)
- JW Evans Factory 2011 (English Heritage)
- Moseley Bog 2011 (Birmingham & Black Country Wildlife Trust)
- Boulton & Watt £50 note Nov 2011
- Soho House visitor centre refurbishment July 2012
- Acquisition of portrait of Dr John Ash by Sir Joshua Reynolds 2012
- Birmingham Pugin Bicentenary Trail 2012
- South African War Memorial, Cannon Hill Park, 2012
- Bell's Farm, Druids Heath 2012
- Birmingham History Galleries, BMAG 2012
- 'We Made it!' Gallery, Thinktank 2013
- Sarehole Mill restoration and pond desilting 2013
- Restoration of the JFK Memorial, Digbeth, 2013
- Metchley Roman Fort (University of Birmingham)
- Woodcock Street Baths (Aston University)
- Library of Birmingham 2013

Work in progress:

- Coffin Works (Birmingham Conservation Trust)
- Staffordshire Hoard Gallery at Birmingham Museum & Art Gallery
- Jewellery Quarter Cemeteries (HLF stage 1 pass)
- Lapworth Museum of Geology, University of Birmingham (HLF stage 1 pass)
- Stirchley Baths (HLF stage 1 pass)
- Grand Hotel
- Handsworth Mortuary Chapel
- Curzon Street Station
- Matthew Boulton memorial in Westminster Abbey

The following sites have been removed from English Heritage's 'at risk' register following their restoration:

- Town Hall
- Weoley Castle
- Aston Hall Stables
- Bell's Farm

In addition to major capital schemes, there have been a host of smaller, community-based heritage projects delivered in Birmingham over the last five years, the majority supported by HLF funding.

Just a few examples include:

- The National Trust's **Whose Story?** project - which highlighted previously untold stories, hidden histories and cultural heritage links within National Trust properties in the West Midlands.
- Legacy WM's **Handsworth & East Lozell's Heritage Trail** – which provided accredited training for 15 volunteers from the local community to enable them to give guided tours of the rich heritage of this culturally diverse and historically significant part of Birmingham.
- **Project Pigeon** - an art and education project based in central Birmingham, run by artist and curator Alexandra Lockett and based around her loft of pigeons. Through projects, events and workshops Project Pigeon brings together people from different backgrounds, cultures and generations using pigeons to spark imagination and to encourage community cohesion.
- **Style Africa** – Birmingham Museums worked with a group of young people to explore the changing traditions of woven, embroidered, printed and dyed clothing and textiles from West Africa and curated an exhibition using materials from the Museum's collection.
- **Birchfield Harriers Tales** - working in partnership with the Beth Johnson Foundation, Birchfield Residents Action Group, local schools, Age UK, Midland Heart, and Birmingham Archives, the club is creating an archive by asking residents, supporters and former athletes to share their memories of its activities and success stories over the years.

Birmingham Libraries' Archives & Heritage team have been a key partner in a number of community heritage projects, providing advice and training for groups on how to record and archive their local heritage.

One other notable natural heritage success has been the Birmingham Civic Society and Birmingham City Council's Trees for Life project which over the last 7 years has seen an astonishing 25,000 new trees planted across the city's parks and open spaces.

Heritage Priority list. Updated 29 Nov 2013

Project Name	Notes	Owned by
Handsworth Cemetery Chapel	Work due to start Dec 2013, finish by June 2014	BCC
Curzon Street Station	Awaits HS2 decision	
Cannon Hill Park	Commitment to develop but no match funding	BCC
BMT. BMAG Capital Project	Cabinet paper Oct 2014. HLF Stage 1 Nov 2015. HLF Stage 2 Nov 2016. Project timetable 2017-20.	
Thinktank - Life On Earth	Stage 1 application for £2.9M natural science gallery replacement. Submission in March 2014.	
Highbury Park & Hall	Feasibility study completed but priority for development not yet known	BCC via Trustees & Charity Commission
The Golden Lion	Initial survey undertaken. Scaffolded. Awaiting condition survey of interior.	BCC
Municipal Savings Bank	Recent report on potential uses	BCC
JQ projects		Jewellery Quarter Development Trust + BCC
Watt bicentenary		BCC/BMT
Cathedral tricentenary		
Selly Manor interpretation		
WWI war memorials		
Peace Garden		
Projects in progress		
Lapworth Museum UofB	Stage 1 HLF pass achieved Nov 2012.	University of Birmingham
Stirchley Baths	Stage 2 HLF pass achieved Sept 2013.	BCC
Jewellery Quarter Cemeteries	Stage 1 HLF pass achieved March 2012. Stage 2 to be submitted by Spring 2014	BCC (Stephen King)
BMT. Staffordshire Hoard Gallery at BMAG	Project under way. Opens October 2014.	BMT
Coffin Works	Project underway. Opens Summer 2014.	Birmingham Conservation Trust

Projects on hold

Statue of Thomas Attwood
Rookery House

Moseley Road Baths

No progress by Harborne Society/Edgbaston District.
Consider alternative sites?

BCC

On hold pending securing alternative sources of
partnership funding for HLF bid.

BCC

Your Heritage (up to £100k)

BMT. Spitfire Re-Interpretation
BMT. Blakesley Hall & Museum of the
Jewellery Quarter

BMT project to upgrade Spitfire interpretation at Thinktank.
Project completion Autumn 2014. Funding applications
successful

BMT

First World War projects. Application successful.

BMT

Appendix 3

Summary List of 20 Key Actions

	Action	Lead	Timeframe
1	Ensure heritage is properly considered in planning and development processes.	BCC	Continuing
2	Support the role of the City Council's Heritage Champion and the City Heritage Strategy Group.	BCC, all	Continuing
3	Highlight and share information on funding issues/opportunities and promote alternative income generation.	All	Continuing
4	Support existing partnerships and seek to develop new ones, especially around major anniversaries and other city-wide events	All	Continuing
5	Support and promote transfer of heritage assets where a robust business case is in place.	BCC	CAT protocol: subject to individual project transfer timetables
6	Continue the Heritage Strategy Group project prioritisation process and develop guidelines for prioritisation	All	Annual flexible prioritisation
7	Identify potential heritage projects coming forward.	All	Continuing
8	Identify sources of match funding which can be used as partnership for HLF applications and for heritage funding in City Districts.	BCC	Establish framework subject to CIL roll-out
9	Pilot a Birmingham History Week	BCC	End 2015
10	Integrate heritage more effectively into the citywide model for the cultural engagement of young people	BMT, BCC	Develop framework by 2015
11	Encourage and support more heritage and community groups to work in partnership to develop Young Roots and other HLF projects.	HLF	HLF timeframe
12	Share best practice in managing, supporting and developing volunteers	All	Continuing
13	Explore integrating heritage into the local arts forums.	BCC	By 2015
14	Encourage each BCC District Committee to appoint a Heritage Champion.	BCC	By 2015
15	Continue to develop Marketing Birmingham website.	Marketing Birmingham	Continuing
16	Link to European Route of Industrial Heritage (ERIH) to promote the story of the city's role in the Industrial Revolution and global manufacturing.	BCC, All	Form local ERIH group by end 2014
17	City and partners to begin long-term national planning for Watt Bicentenary in 2019 as a global promotional opportunity.	All	Consolidate working group in 2014

18	Explore additional ways of promoting non city-centre heritage attractions and making archive and museum collections more accessible	Marketing Birmingham, BCC, BMT, UoB	Continuing – review in 2014
19	Invite BIDs to further engage with heritage promotion/marketing	BCC	In 2014 - continuing
20	Encourage all citizens to promote the city's heritage using social media.	BCC, All	In 2014 - continuing