

From: Mike Whiting, Cabinet Member for Planning, Highways, Transport and Waste
Barbara Cooper, Corporate Director of Growth, Environment and Transport

To: Environment and Transport Cabinet Committee - 10th October 2019

Subject: Heritage Service: current priorities and future strategy

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All

Summary: This paper sets out the current priorities and future direction of the Heritage Conservation Service. The paper provides an opportunity for members to comment on what will be included in a future strategy.

Recommendation(s):

The Cabinet Committee is asked to note and make comments to the Cabinet Member for Planning, Highways, Transport and Waste on the current priorities and strategic direction of the Heritage Conservation Service.

The Cabinet Committee is asked to agree that a KCC Member Archaeology Champion role be created, and that both the existing Member Heritage Champion and the proposed role of Member Archaeology Champion form part of a Member Working Group to help inform the drafting of the Heritage Conservation Strategy.

1. Introduction and background

- 1.1 This paper sets out the current priorities and future direction of the Heritage Conservation Service. The paper's purpose is to brief the Environment and Transport Cabinet Committee and to provide an opportunity for members to comment on what will be included in a future strategy. Later this autumn, a briefing will be given to the Growth, Economic Development and Communities Cabinet Committee as aspects of the team's work support that committee's remit also.
- 1.2 Kent has an extremely rich and varied historic environment which is everywhere around us: in its historic buildings, in the patterns of its towns and villages, fields and woodland and in the archaeological remains still visible or buried beneath the ground. In a lowland county like Kent the physical environment is predominantly the product of human activity, shaped by

agriculture, industry and settlement over the millennia. Kent has featured prominently in the history of England and its close proximity to the continental mainland has resulted in it having a special place in our understanding of how England has related to Europe since prehistoric times.

- 1.3 Kent's proximity to Europe and London, along with the growth agenda, gives rise to major development pressure but also fantastic archaeological discoveries and opportunities to conserve amazing historic buildings. Natural erosion and ploughing and other agricultural processes can harm archaeological sites and historic landscapes, but improved management is possible through environmental stewardship. Careful management of this often fragile and vulnerable resource is needed and opportunities for heritage-led regeneration and development-related benefits for heritage assets must be seized. The character of Kent's historic environment can contribute greatly to the development of Kent's sense of place and identity, and forms an important resource for education, leisure and tourism. KCC's Heritage Conservation Service has a key strategic role in helping to safeguard, manage and make accessible this heritage for present and future generations.
- 1.4 The main activities of the Service are to provide expert historic environment planning advice to Kent County Council, Medway Council, districts and others; to maintain the Historic Environment Record as the main data source for decision-making; to manage KCC's eight historic windmills; to deliver the Portable Antiquities Scheme in Kent and to promote involvement of communities in archaeology and the wider historic environment. The Service aims to:
 - Provide archaeological planning advice (over 2,000 applications per year) to KCC, Medway Council, Ebbsfleet Development Corporation, Kent's Districts (except Canterbury) and others, including the setting or agreeing of specifications for archaeological work and the monitoring of their implementation
 - Manage and enhance the Kent Historic Environment Record (a computerised database with information on almost 90,000 heritage assets and features, with c. 300-400 records added each year) as required in the National Planning Policy Framework
 - Develop historic environment policy particularly in relation to the implications of development
 - Promote the role of the historic environment in regeneration, particularly in the growth areas
 - Provide historic built environment planning advice to KCC
 - Provide advice on archaeological work in connection with KCC road schemes
 - Manage, maintain and safeguard KCC's eight historic windmills, in partnership with KCC Infrastructure and volunteer windmill groups, as owner of last resort
 - Manage the Portable Antiquities Scheme and assist with the Treasure process in Kent; average of 100 records added per month and over 60 Treasure cases in 2018

- Promote access to Kent's heritage through projects such as Cobham Landscape Detectives, Shorne Wood HubCAP, Fifth Continent Landscape Partnership Scheme and others
- Increase awareness of the historic environment by ensuring significant discoveries are exhibited and brought to the attention of local people where possible, seeking funding through Section 106 agreements e.g. as at Chilmington Green, Ashford

2. Policy

- 2.1 The work of the team, in providing historic environment planning advice and maintaining the Historic Environment Record, is carried out within the legislative framework of the Town and Country Planning Act 1990 and the Planning (Listed Buildings and Conservation Areas) Act 1990. The team operates under the National Planning Policy Framework, Environmental Impact Assessment regulations and the Valetta Convention. Its work in relation to the Treasure process is covered by the Treasure Act 1996.
- 2.2 The KCC windmills are mostly Grade I or II* listed buildings and are covered by the Planning (Listed Buildings and Conservation Areas) Act 1990. If their special character is considered to be at risk, they would be placed on Historic England's Heritage at Risk Register and the district council could use statutory enforcement powers such as issuing an urgent works notice. Work carried out at the mills would be covered by the Health and Safety at Work Act 1974.
- 2.3 The Heritage Conservation team contributes to KCC Strategic Outcome '*Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life*' and the following Supporting Outcomes in particular:

Kent residents enjoy a good quality of life, and more people benefit from greater social, cultural and sporting opportunities

We support well planned housing growth so Kent residents can live in the home of their choice

Kent business growth is supported by having access to a well skilled local workforce with improved transport, broadband and necessary infrastructure

Kent's physical and natural environment is protected, enhanced and enjoyed by residents and visitors

3. Current priorities

3.1 *Archaeology and development:*

- 3.1.1 The main priority for the Heritage Conservation Service is to provide advice on archaeology in relation to development management across Kent. The service was set up in 1989 in partnership with Kent's district councils. Advice is

provided to KCC, Medway Council, Ebbsfleet Development Corporation and all the Kent districts (except Canterbury which currently has its own adviser). The advice is provided under a service level agreement, with benefits to both Kent and the Local Planning Authorities (LPAs) on reducing costs for advice on strategic developments. The service provided to KCC and the other local authorities includes:

- Pre-application archaeological advice to planners and developers (and other stakeholders) including assisting in the design and monitoring of advance fieldwork, reviewing reports etc.
- Direct advice to local authorities on planning applications for archaeology (not built heritage which is mainly provided by District conservation Officers)
- Strategic advice to KCC and where requested to local authorities.
- Planning advice to KCC
- Advice to KCC teams on our own developments and where appropriate management of the archaeological work on these.
- General advice on the County's heritage to the wider public and stakeholder groups
- Overseeing the discharge of planning requirements for archaeology through agreeing schemes of archaeological works, monitoring their implementation and standards, and reviewing the results of the works and reporting
- Local knowledge and understanding of the archaeology of the county.
- Expert advice in planning appeals
- Promotion of the archaeology of Kent

3.1.2 The archaeology advice service deals with in excess of 2,000 planning applications per year ranging from small scale householder proposals to extensive strategic developments. The richness of Kent's archaeological resource together with the growth pressures means that archaeology is a consideration in the majority of major development and infrastructure proposals. The team has higher workloads than most corresponding services in adjacent counties and in recent years considerable effort has been needed to keep up with casework. The introduction of the Nationally Significant Infrastructure Project process, the proposals for garden settlements in several areas, and the major expansion of housing and other development into greenfield areas of most districts has been particularly challenging and required substantial archaeological assessment and mitigation.

3.1.3 The service needs to respond to changes in planning legislation and the use of planning conditions, including the way in which we are asked for comments by local planning authorities. Currently the consultation process from districts varies depending on their own in-house methods and the main trigger is a single level map of areas of archaeological potential, which needs updating to take account of new discoveries. We are currently undertaking a project, partly with Historic England funding, to update the mapping and improve efficiency by creating a layer of graded 'Archaeological Notification Areas' which will guide the LPA on whether to consult the service depending on the size of application.

This should reduce the number of 'false positives' i.e. applications on which we are consulted but send 'no comment' responses.

3.1.4 An important part of the work is to ensure consistent and appropriate standards for archaeological investigation in the county. This has been challenging, particularly given that all contractors are experiencing difficulties with staffing due to high development pressure across the south-east. We are currently updating and adding to our standard specifications for archaeological fieldwork which set out what is required from development-led fieldwork in Kent.

3.2 *Kent Historic Environment Record (HER):*

3.2.1 The database of almost 90,000 heritage assets and features includes designated assets such as Listed Buildings and Scheduled Monuments as well as non-designated archaeological sites, unlisted historic buildings, parks and gardens and findspots. Its primary role is as the main source of heritage information for development management in Kent but is also used for research, education and tourism purposes. It is therefore critical that it is as up-to-date and accessible as possible. The information in the HER is also made freely available to the public via the KCC website but there is a charge for providing detailed information to developers.

3.2.2 The HER team (1.6 FTE) process about 300 development management requests for information each year from developers and consultants and about 20 research requests from universities and other sources. The team adds about 350 archaeological reports to the system arising from development management projects and about 4,000 additional records each year from enhancement projects including national and local research.

3.2.3 The volume of information requests and new information arriving at the HER has created a backlog of more than 1,100 archaeological reports awaiting entry. This has risen from c. 200 in 2014, primarily due to a reduction in staff provision and to an increase in agri-environment scheme applications in Kent.

3.2.4 The service has recently completed, with Historic England funding, an Urban Archaeological Database (UAD) for Dover; this provides a more detailed and comprehensive dataset than normal HER data and will improve decision-making in a growth area with high heritage value. We are also preparing a UAD for the Ebbsfleet Development Corporation area and a UAD was previously created for Canterbury City by a contractor working for Canterbury City Council.

3.2.5 To keep the HER up-to-date and meet the extra requirements of the more detailed UAD areas, the resourcing of the HER team needs to be enhanced. Part of the proposed funding and strategy will be to consider how the service can generally grow its income to deliver sought outcomes, including from developer-related charging.

3.2.6 To ensure that the service continues to apply good practice the HER team will carry out an HER Audit in 2020 following Historic England guidance. The service was last successfully audited in 2013.

3.3 *Built historic environment planning advice:*

3.3.1 The Heritage Conservation Service only provides advice on the historic built environment to the County Council, except for key strategic infrastructure projects, as most districts have their own Conservation Officer. However, some districts have struggled to recruit appropriate staff and there could be opportunities to offer a built environment service similar to the archaeological advice service. The current main focus for the Conservation Officer is to advise on developments relating to school buildings to ensure that heritage assets are protected and enhanced where possible. This advice is most effective when given at an early stage in the design process and now that the Conservation Officer post has been successfully filled we will engage with KCC Infrastructure and Gen2 to develop efficient working methods and seek sources of funding to maintain the post as full-time beyond the present two years.

3.4 *KCC owned heritage assets:*

3.4.1 The other main priority for the Conservation Officer is to manage, maintain and safeguard, with Infrastructure and the volunteer mill groups, KCC's portfolio of eight historic windmills which is unique in England. Three are listed at Grade I and three at Grade II*, placing them in the top 10% of historic buildings in the UK. The Council is committed to maintaining the windmills in good condition and in full working order where possible. KCC's work to maintain these irreplaceable buildings is supported by seven volunteer groups who ensure the mills remain accessible to visitors on regular open days throughout the year. Currently, the Heritage Conservation team is managing a £300k capital programme of essential works to ensure the mills are made weatherproof and safe to use and visit. Specialist millwright contractors from outside the county must be used in order to ensure that works are completed in a safe and cost-effective way. A new bid for capital funding for essential structural work at three of the windmills (cost £348,000) has been prepared which includes match funding of £50,000 which along with staff and volunteer time would provide match funding for a National Lottery Heritage Fund bid totalling £1.8 million to carry out restoration work, activities and training at three of the currently static mills. In addition to capital funding there is a modest revenue budget of £35k for minor repairs, surveys and routine testing (lightning conductors etc).

3.4.2 The ongoing repair and maintenance of KCC's historic windmills is threatened by rising costs and the unavailability of suitable specialist contractors in south-east England. Reliance on KCC capital budgets alone to restore and safeguard the windmills is unsustainable. External funding for a comprehensive project combining windmill restoration and repair with archaeology and heritage crafts will form part of a future maintenance strategy.

3.4.3 Information about the important heritage assets which KCC owns is spread amongst several databases and the assets are under day-to-day management of different parts of the County Council which generally lack historic environment expertise. There is a need for the Heritage Conservation Service to work with Infrastructure, Highways and other divisions to create a single accessible heritage asset list, to develop a strategy, and where appropriate

agree a working method, to ensure appropriate awareness and management is in place thus avoiding damage to heritage assets and reputational impacts.

3.5 *Supporting the development of robust heritage strategies*

3.5.1 The NPPF guides Local Plans to set out a positive strategy for the conservation and enjoyment of the historic environment. The Heritage Conservation service has worked with Dover District Council to produce the Dover District Heritage Strategy, which received a Royal Town Planning Institute South East award for planning excellence and is recognised by Dover District Council as having brought in millions of pounds in investment. It is regularly referred to by the district's officers and members in their decision making and as a robust evidence base has been used to support funding bids, shape regeneration and planning, manage heritage assets and advance Conservation Appraisals in partnership with local communities.

3.5.2 We are presently writing a similar strategy for Folkestone and Hythe District Council which is now being amended following public consultation. A particular outcome of the Folkestone and Hythe Heritage Strategy has been a case study that highlights the positive contribution that heritage can make towards public health and wellbeing. A project that tests ways in which heritage can be used in public health and how its impact can be properly measured is currently being developed.

3.5.3 While the impact of a heritage strategy such as that written for Dover can be readily demonstrated, preparation was a substantial task. Other authorities have tried alternative abbreviated approaches, perhaps with lesser impact, and others remain without one. The service's capacity to take on further work in this area is limited. It may be that developing a county level heritage strategy could benefit both the Council and district authorities who could draw upon it as a framework for their own as many issues and themes are commonly held.

3.6 *Archaeological archives:*

3.6.1 When archaeological work is carried out as part of the development management process, a subset of the material discovered, and the records made are retained as an 'archaeological archive'. Kent has a greater number of archaeological archives waiting for a permanent home than almost any other county forming a hugely important but under-utilised resource. The archive is kept for display of important artefacts, academic research and so that a resource is still available for checking and reinterpretation as techniques and knowledge improve. Typically, each archive consists of a few cardboard or plastic boxes containing pottery, stone, organic and metal remains, accompanied by digital and paper records and photographs, although those for larger excavations will be far greater. Provision for archaeological archives was not included in the design of the Kent History Centre, where documentary archives for Kent are stored, due to space restrictions.

3.6.2 Traditionally archaeological archives have been deposited in museums. Increasingly, however, museums are not accepting more archives because

they do not have space and their focus has moved to interpretation and activities. The number of development proposals in the county, and the quality of the archaeological remains, means that there are estimated to be about 10,000 boxes of materials in need of storage (this estimate assumes a sorting and re-boxing programme). These are currently held by archaeological contractors around the country. KCC also owns another 2,100 (after re-boxing) boxes that were produced by High Speed 1 construction. As part of that scheme the archaeological archives were transferred to KCC at the end of the project. These are currently stored at KCS Aylesford, Chatham Historic Dockyard and in Dover Eastern Docks. A 2018 assessment suggested that an extensive programme of conservation and re-boxing is needed before they can be archived. KCC has some developer funding (£100k) to support these and the Westhawk Farm archive long-term storage.

3.6.3 The need for archaeological archives to be made publicly accessible is specifically mentioned in the NPPF (paragraph 199). KCC does not have a legal obligation to provide an archiving solution for Kent (except for the HS1 and Westhawk Farm archives) but as the strategic planning authority does have a moral obligation to help find a solution.

3.6.4 No storage facility capable of receiving the archives and storing them suitably has been identified in Kent or in neighbouring counties. KCS Aylesford has been considered for storing the entire archive and costs obtained, as have costs for the East Sussex County Council schools and libraries store but both were far too expensive to be practical. The cost of establishing a new store locally is prohibitive given the very limited income stream that comes with the archives (typically a box charge of about £200) and the need for it to cover long-term (i.e. 30 -50 years) storage. Other services in the south-east have been contacted and only East Sussex has an interest in working for a common solution which would not be enough to construct a new store or refurbish an existing building locally.

3.6.5 The Kent archaeological archives are currently held at more than 20 archaeological contractors around the UK in a wide variety of stores and storage conditions. Some will need remedial action before they can be deposited in a store. All in principle will need assessing, cataloguing and recording. Many of the archaeological archives will have no funding stream as they have been stored at the contractors for decades and any funds will have long been exhausted. A reduced box charge may need to be agreed for such cases.

3.6.6 The most cost-effective solution currently seems to be the Deepstore Salt Mine in Cheshire which is the only store that we have identified that has the space to accept large numbers of boxes, experience of storing archaeological archives, and a cost per box (about £1.50 per year) that is affordable. Deepstore has been storing Cambridgeshire archaeological archives for some time and a good transfer system has been established. We are therefore working with Cambridgeshire County Council and East Sussex County Council to explore whether a joint storage arrangement at Deepstore would have economies of scale and whether there is interest from other partners across the UK. Once a

viable solution is reached, we will submit a National Lottery Heritage Fund bid to include volunteers, training and improved display for important finds as part of the archiving project.

3.7 *Portable Antiquities Scheme:*

3.7.1 The Heritage Conservation Service hosts the Portable Antiquities Scheme for Kent with funding for the Finds Liaison Officer (FLO) post from the British Museum. The FLO records archaeological finds made by metal detectorists and members of the public and has a key role in reporting Treasure in accordance with the Treasure Act. The combination of a rich resource and a larger than average number of detectorists in Kent means that the FLO can only record a proportion of the finds made. There is a need to increase staffing levels to avoid disappointment for finders and reduced engagement. Solutions are being considered nationally and may involve a licensing system for metal detectors. The role experienced metal-detectorists can play in commercial archaeological excavations also needs to be developed.

3.8 *Community archaeology:*

3.8.1 Since 2006 the Heritage Conservation team has employed a community archaeologist usually through external funding. Highly successful Heritage Lottery projects have been carried out at Shorne Woods Country Park (Shorne HubCAP) and around Cobham (Cobham Landscape Detectives). The Community Archaeologist has been involved in a number of other projects across the county, some developed through the Heritage Conservation Service and some developed by others with the service providing community archaeology expertise. These include:

- Footsteps of Caesar Project – survey and excavation with the University of Leicester at Ebbsfleet (Thanet) and Worth. Focused on a site discovered on KCC's East Kent Access Road that is considered to connect with the invasion by Caesar.
- Command of the Heights – community excavation at Fort Amherst, Chatham for Medway Council.
- Rose Hill House – excavation of a 18th to 20th century house in Sittingbourne that involved direct participation of more than 300 primary school children from the adjacent school.
- Royal Military Canal – survey works to support enhancement of the Canal for Kent Wildlife Trust.
- Boxley Warren and Valley of Visions, Medway – survey work as part of landscape partnership schemes.

3.8.2 Now, through Section 106 funding for Chilmington Green and partnership working with Kent Wildlife Trust, a second Community Archaeologist has been employed on a fixed term basis to work with new communities in Chilmington Green and on the Fifth Continent Landscape Partnership Scheme.

3.8.3 Community Archaeology could be undertaken more often in development-led archaeological projects. Often major sites are excavated with little or no public

contact. To help redress this, Section 106 funding is sought where possible and in 2010 KCC specifically included a requirement for a programme of Community Archaeology and outreach in the contract for the East Kent Access Road scheme. The substantial archaeological programme for the development included open days, a community excavation area, volunteer finds work, school visits, exhibitions in local areas, talks and media. The highly successful engagement provided positive outcomes for the Council and road contractors and generated substantial interest locally and nationally.

3.8.4 Awareness of the historic environment is also raised through the *ArchaeologyinKent* Facebook page (www.facebook.com/ArchaeologyinKent) which now has over 3,000 followers and acts as a portal for community archaeology work across Kent, highlighting projects and facilitating volunteer recruitment. The service's community archaeology work is highly valued by local communities and has been reflected on positively by a number of KCC members. Activities generate substantial public interest, volunteer engagement, positive publicity and help to conserve and use the County's heritage in a positive way. The work has made a difference to the lives of many of the volunteers and there is an ambition to extend this in a way that can contribute further to public health and wellbeing, and in education.

3.9 *Securing sustainable funding:*

3.9.1 There is a need to secure a sustainable basis for funding the Heritage Conservation Service. The service currently consists of 11.3 FTEs with 13 people employed on a mixture of permanent and fixed term contracts including three part-time employees. As noted above two posts (one Senior Archaeological Officer and the Historic Environment Record Officer) which are critical to the effectiveness of the service are only funded on a temporary basis and in one case part-time basis at the moment.

3.9.2 KCC base budget for the Service last year was £215k; this was 40% of the total group budget of £537k, as external funding of £322k was secured. The income from SLAs with the local planning authorities for the service is similar to other counties and there may not be much scope for increasing this. There is a need to identify additional sustainable sources of income to place the business-critical temporary posts on a more sustainable footing. These could include charging for issuing/approving Written Schemes of Investigation, making site monitoring visits, approving/editing reports, providing pre-application advice and support, and charging for community archaeology support.

3.9.3 There is also potential to increase income from supporting utilities companies in their work. At present these are charged a reduced rate by the HER service but from October the full HER charge will be applied.

4. **Future Strategy**

4.1 On the basis of the priorities and work to date identified above, and encompassing both the challenges and the opportunities identified above, a

strategy for the Heritage Conservation Service will be prepared which it is anticipated will focus on:

- 4.1.1 Setting out a Vision and Medium-Term Plan (five years) for the Service
- 4.1.2 Communicating further the positive impacts that conservation of the historic environment can bring and improving the level of understanding of our customers and potential customers (stakeholders, investors and members of the public)
- 4.1.3 Sector specific outcomes to ensure Kent's heritage continues to be protected, understood and valued
- 4.1.4 Working with Infrastructure and Highways, to create an approach to maintaining and managing KCC's heritage assets; the detail and principles of the approach will be informed by the Heritage Strategy, but will lie outside the scope of the Heritage Strategy itself
- 4.1.5 Creating a future asset management approach for KCC's historic windmills
- 4.1.6 A continuous improvement review of the Heritage Conservation Service, including with peer authorities
- 4.1.7 A review and recommendations as to how the service can identify new income streams and achieve improved financial self-sustainability
- 4.2 All local authorities are encouraged to have a Member Heritage Champion. Matthew Balfour is the KCC Member Heritage Champion. Members have recently suggested that alongside the Heritage Champion it might be helpful to have a specific Archaeology Champion. This would be a first amongst local authorities as far as we are aware, and the first step would be to draw up terms of reference for the role. Both the Heritage and the Archaeology Champions could form part of a Member Working Group to help inform the drafting of the Heritage Conservation Service Strategy and its component parts outlined above.
- 4.3 A strategy for the Heritage Conservation Service will be prepared on the basis of the priorities and work to date discussed above. The draft strategy will return to Environment and Transport Cabinet Committee in May 2020, with a consultation and final strategy expected in Autumn 2020 (date to be confirmed when committee dates are known).

5. Risk, Equality and Diversity, Legal and GDPR Considerations

- 5.1 These will all be explicitly addressed in informing the creation of the Heritage Conservation Service Strategy. EqlAs have been or will be prepared for all the projects mentioned above. There are significant risks associated with managing the historic windmills, and other designated heritage assets; if KCC does not uphold its statutory responsibility then a notice could be served, the district planning authority could commission the works and KCC would have to pay

costs which were potentially out of our control if proven that we have failed in our responsibilities. Similarly, if the council does not have appropriate historic environment expertise when taking planning decisions, it could face problems at public inquiries or even judicial review of decisions. If insufficient resource is available within the historic environment advice service then important heritage assets in Kent could be lost forever or not appropriately protected with potential impact on tourism, leisure and quality of life.

6. Conclusions

- 6.1 The extremely rich historic environment of Kent combined with high development pressure within the county has resulted in important archaeological discoveries in recent years but also great pressure on the staffing and resourcing of the Heritage Conservation Service. This affects all areas of work but particularly impacts the Archaeology Advice and Historic Environment Record parts of the service. There is a need to improve the efficiency of working methods and also to place the funding for the service on a more self-sustaining basis. At the same time the benefits of Kent's rich historic environment in developing attractive places to live, work and play, and as an important resource for education and tourism, need to be realised more fully.
- 6.2 There is also a need to create (with Infrastructure and other departments) a sustainable approach to managing KCC's own heritage assets and for KCC's historic windmills in particular.

7. Recommendation(s)

Recommendation(s):

The Cabinet Committee is asked to note and make comments to the Cabinet Member for Planning, Highways, Transport and Waste on the current priorities and strategic direction of the Heritage Conservation Service.

The Cabinet Committee is asked to agree that a KCC Member Archaeology Champion role be created, and that both the existing Member Heritage Champion and the proposed role of Member Archaeology Champion form part of a Member Working Group to help inform the drafting of the Heritage Conservation Strategy.

8. Contact details

Report Author
Lis Dyson
03000 413364
lis.dyson@kent.gov.uk

Relevant Director: Stephanie Holt-Castle/Katie Stewart
03000 412064/ 03000 418827
stephanie.holt-castle@kent.gov.uk / katie.stewart@kent.gov.uk