

Letchworth  
Garden City  
Heritage Foundation

# Strategy 2028





# Our new vision – celebrating Garden City life

That living in Letchworth Garden City offers everyone the opportunity to flourish as part of a vibrant community enjoying the best that both town and country offers, benefitting from easy access to nature and with unrivalled facilities, culture and support networks.

## How we support the local community

- Preserving built heritage of Letchworth for all to enjoy by running the scheme of management.
- We manage our rural estate and maintain a wide range of green spaces for the community to enjoy, including the Greenway.
- We fund and operate Broadway cinema and theatre, Broadway Gallery, the Museum and heritage service and Standalone Farm, providing together a wide range of leisure, culture and learning opportunities.
- We provide leadership by developing local partnerships to collaborate and deliver greater social and charitable impact, and maximise resources.
- We fund and support local groups and organisations to enable them to provide a wide range of services for the community, including education and learning, sports and leisure, help with tackling poverty and improving people’s health and wellbeing.

# Our mission

We manage our assets and investments to generate income that enables us to care for the Garden City estate and support our local community, providing access to green spaces and a range of culture, heritage, learning and leisure facilities. We fund and support local organisations working to improve everyone’s quality of life and meet our charitable objectives.

# Values

- Collaborative
- Evidence
- Inclusive
- Supportive





## Strategic aims – to 2028

- 1 **Improve our financial resilience** by active asset management and development, responding to changing needs and market opportunities, and transitioning to a low carbon economy estate
- 2 Lead and champion **sustainable conservation** of Letchworth's architectural heritage
- 3 Improve **wellbeing** by increasing access to **nature** and the outdoors, getting more people involved in managing and improving greenspace, and promoting use of Letchworth's network of leisure facilities
- 4 That Letchworth becomes a **great place** for children and young people **to grow up**
- 5 More people are engaged in a rich and diverse cultural programme, and Letchworth is known for its **thriving culture and leisure offer**
- 6 Improve **prosperity and life chances** by developing and funding skills, advice and support programmes

### A stronger Foundation

To fulfil these aims we will ensure the Foundation is more entrepreneurial, actively strengthening community engagement and growing our audiences, continually improving customer service standards, our use of data and technology, and working collaboratively with our partners to enhance our social impact and maximise resources.



### 125<sup>th</sup> Anniversary

2028 is a special year for Letchworth Garden City, as it marks 125 years since it was officially designated the World's First Garden City. Strategy '28 has been curated with this in mind, and is designed to make Letchworth an even better place to grow up, live, work and play.

To celebrate life in Letchworth, everything we have achieved as a Garden City, we will be planning a very special year of celebration in 2028. We'd love to know your thoughts on what this might look like... Please get in touch with your ideas to [response@lethworth.com](mailto:response@lethworth.com)





## 1 Improving our Financial Resilience

We have a series of quantitative measures against this aim including reducing our property voids to 6.5% and decreasing bad debts to 1.7%. To increase the diversification of our long-term investments, we will dispose of some property assets (primarily those that provide a lower return) and reinvest around three-quarters of the proceeds into ethical listed investments. This will help rebalance our long-term investments and generate income for increased charitable investment. More overarching deliverables include ensuring our property portfolio is fully EPC compliant, promoting our “value capture” model and delivering a town centre strategy in line with a unified town brand.

## 2 Sustainable Conservation

The success of this strategic aim will be around defining new sustainable conservation principles and standards, which enable residents to have more sustainable homes whilst protecting Letchworth’s distinct architectural heritage. Shaped by the community it will involve changes to the Scheme of Management and developments within our Heritage Advice Service, with the ultimate goal of creating a sustainable approach to our stewardship of the Garden City estate.



## 3 Nature and Wellbeing

It is our ultimate goal that more people in Letchworth Garden City are accessing and participating in nature and the outdoors, with a measurable impact reported on their physical and mental wellbeing. To achieve this, we will develop and deliver a “Green Spaces Improvement Plan” and recruit local volunteers to help us champion our beautiful outdoor spaces. Within this work, we will lead on a network of partner organisations to promote and champion nature as a core attribute of Letchworth’s brand.





## 4 Great Place to Grow Up

We believe the world's first Garden City should be the best place to grow up. We are leading a well-established network of partner organisations with a shared vision shaped by our children, young people and families, to deliver improvements in learning, health and wellbeing, arts, culture, and leisure. We will actively fund-raise from national organisations to support this work, as well as ensuring our own investment in Broadway cinema and Gallery and Standalone Farm contributes to this goal.



## 5 Letchworth's Thriving Cultural Offer

We will continue to lead our local partners to develop and champion our town's cultural offer and to grow our cultural aspirations and deliverables in line with the town's culture strategy – making Letchworth known for its cultural offer and ensuring everyone can benefit. We'll continue to develop customer engagement at Broadway Cinema, including the introduction of a new loyalty and growth scheme.





## 6 Prosperity and Life Chances

By leading a thriving network of partner organisations, together we will aim to reduce food and income poverty, and increase skills and financial capabilities. We aim to double the level of our funding for tackling poverty to £400,000 by 2026. We will also work with partners to deliver adult skills programmes to create better employment opportunities; work with the food poverty network to reduce food waste and support households in need; continue to support partners to develop their offer including increasing our match funding investments by 50%.



### In Conclusion...

This strategy gives a clear outline of the six strategic aims which underpin our vision and our mission. As custodians of your Garden City, we are always keen to hear your views on how we are living up to that goal.

I would encourage you to visit [www.letchworth.com/strategy28](http://www.letchworth.com/strategy28) for more details on what we will achieve in the next five years, and to get in touch with your thoughts – you can email us at [response@letchworth.com](mailto:response@letchworth.com) or write to us at the address on the back of this report.

A handwritten signature in black ink, reading "Graham Fisher".

Graham Fisher, Chief Executive





# Letchworth Garden City

Heritage Foundation

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