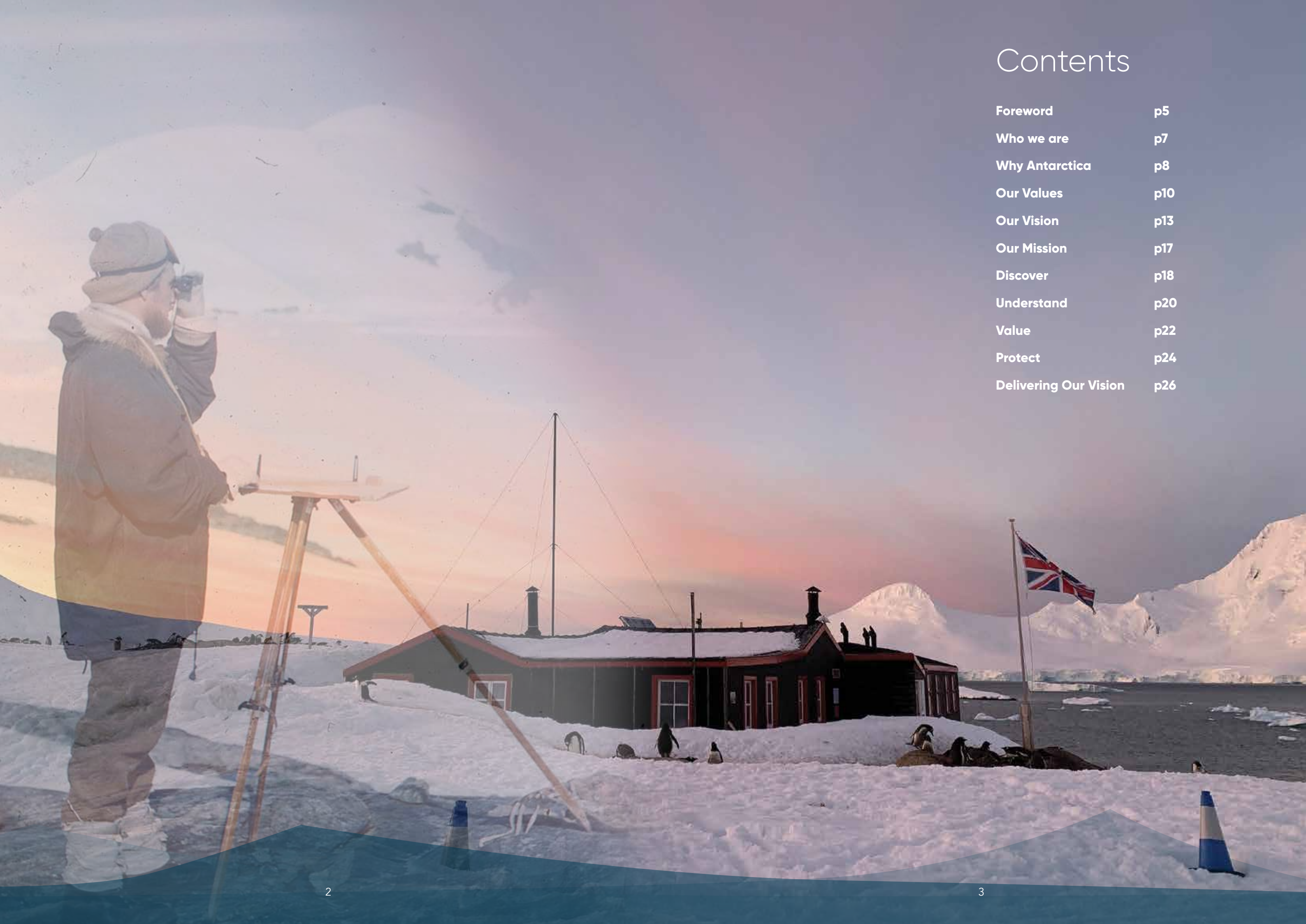




UK  
ANTARCTIC  
HERITAGE  
TRUST

ANTARCTIC HERITAGE  
**FOR THE FUTURE**  
STRATEGY 2020 - 2030






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“By protecting Antarctica,  
we can restore the natural  
balance of the whole planet.”

**Sir David Attenborough**



The launch of our new ten-year strategy in 2020, a year which marks the two hundredth anniversary of the first sighting of Antarctica, is a timely opportunity for us to reflect on the continent's past and engage more actively with the future of Antarctica.

Those two hundred years, which cover the epic stories of Scott, Shackleton and Amundsen, are also tempered with narratives of exploitation which have driven species almost to extinction. The race for sovereignty, the development of international scientific programmes and the signing of the Antarctic Treaty in 1959 have led to today, where Antarctica is a protected wilderness. A place devoted to peace and science, where the natural environment, scientists and visitors co-exist, and a place recognised as pivotal to our understanding of the planet.

We see our vital work to preserve the historic huts, from the birth of the scientific age in Antarctica, as the foundation for something more wide-reaching. We want these extraordinary places to touch more people and for them to act as the springboard for action for the future of Antarctica.

We hope, over the coming decade, to inspire new audiences by seeing the stories of the region through different eyes and listening to different voices, so that we view Antarctica afresh and reflect on how our actions affect the world around us.

We are ambitious and receptive and look forward to working with every one of our partners to make this vision a reality, something we can only do with the generosity of our supporters, for which we are always and continually grateful. We very much look forward to taking this journey with you.





## WHO WE ARE

We are the United Kingdom Antarctic Heritage Trust and our aim is to connect people with the wonder of Antarctica and its stories of human endeavour to help promote a greater understanding of this phenomenal place and the role we all have in protecting it.

We use some remarkable stories to explore Antarctica and why it matters to us all, helping current and future generations **discover, understand, value** and **protect** this precious wilderness.

We conserve Antarctic heritage by looking after six designated historic sites and monuments on the Antarctic Peninsula and by working with Antarctic policy makers on heritage and conservation.

Building on our strengths, and learning from our experience, our ambition over the next decade is to: **safeguard British heritage in Antarctica; engage a growing and increasingly diverse audience** with this heritage and the wider questions concerning Antarctica; and use our expertise and influence to help **secure a sustainable future** for this most astonishing region on our planet.



# WHY ANTARCTICA?

Since the first human contact Antarctica has presented demanding challenges, those of endurance and survival, of science and exploration, of international politics and the plundering of resources. Today, as the last great wilderness on our planet, Antarctica is symbolic of our hopes for the future of our world. It is a place full of wonder, of extremes and, of course, of penguins.

The Antarctic story is one of not only human endeavour in a hostile environment, but of scientific discoveries, geopolitics, and exploitation and protection of the natural world, all of which continue to resonate today.

**Antarctica is globally significant.** Antarctica is key to understanding how our planet works. Ongoing international science programmes, built on early scientific expeditions, provide us with the evidence of Antarctica's role in the Earth's climate system and its acute susceptibility to activities thousands of miles away. We now understand that Antarctica is a sensitive barometer of environmental change.

**British Antarctic heritage is rich and diverse.** It is almost 250 years since Captain James Cook set out from Whitby in search of the southern continent. Since then, the UK has been at the forefront of the discovery, exploration and scientific study of Antarctica. Expeditions led by heroic figures such as Scott and Shackleton have been an inspiration for more than a century. The achievements of many

more individuals over two hundred years are the catalyst for a multitude of inspiring stories waiting to be told. The exciting depth and range of heritage preserved both in Antarctica and within collections in the UK, help illustrate the important role that this country has played in unlocking Antarctica's secrets.

**Our heritage matters.** The origins of a permanent British science presence in Antarctica are found in Operation Tabarin. This secret naval expedition established a range of bases on the Antarctic Peninsula during the Second World War, beginning with Port Lockroy in 1944. After the war, activities on the bases took on a scientific character, which then became the foundation of the UK's modern science programme in Antarctica. Conserving these sites and welcoming visitors to them, allows us to learn from and share in the legacy of those who have gone before.

**Our heritage is international.** Whilst our focus is on the protection of British Antarctic heritage, the history of Antarctica is – in the spirit of the Antarctic Treaty – truly international. Multi-cultural narratives imbue the past and will shape Antarctica's future too. We work with other nations to help preserve this heritage and use it to promote a global and more meaningful public engagement with Antarctica.

**The climate crisis** is perhaps the greatest challenge facing all of us and all those working in the Polar regions have a responsibility to do their utmost to not only help protect the Antarctic environment but also to use Antarctica's history to help inform the global debate for the future.



# OUR VALUES

**Our core values inform all our work and all our decisions:**

## **We are COLLABORATIVE**

We work as a team to deliver our goals.  
We seek to make effective partnerships.  
We know we can accomplish more if we work together.

## **We are ASPIRATIONAL**

We want to increase our reach, our effectiveness and our influence.  
We work to meet high standards.  
We are influential.

## **We are INNOVATIVE**

We use new technology to achieve our goals.  
We are creative in our actions to reach a diverse audience.  
We are forward looking and eager to progress and improve.

## **We are RESPONSIBLE**

We operate with safety at the heart of all we do.  
We safeguard our reputation.  
We prioritise our environmental responsibilities.  
We use our resources wisely.  
We are always reliable.

## **We are OPEN**

We are transparent and accountable.  
We are open to ideas.  
We welcome everyone.

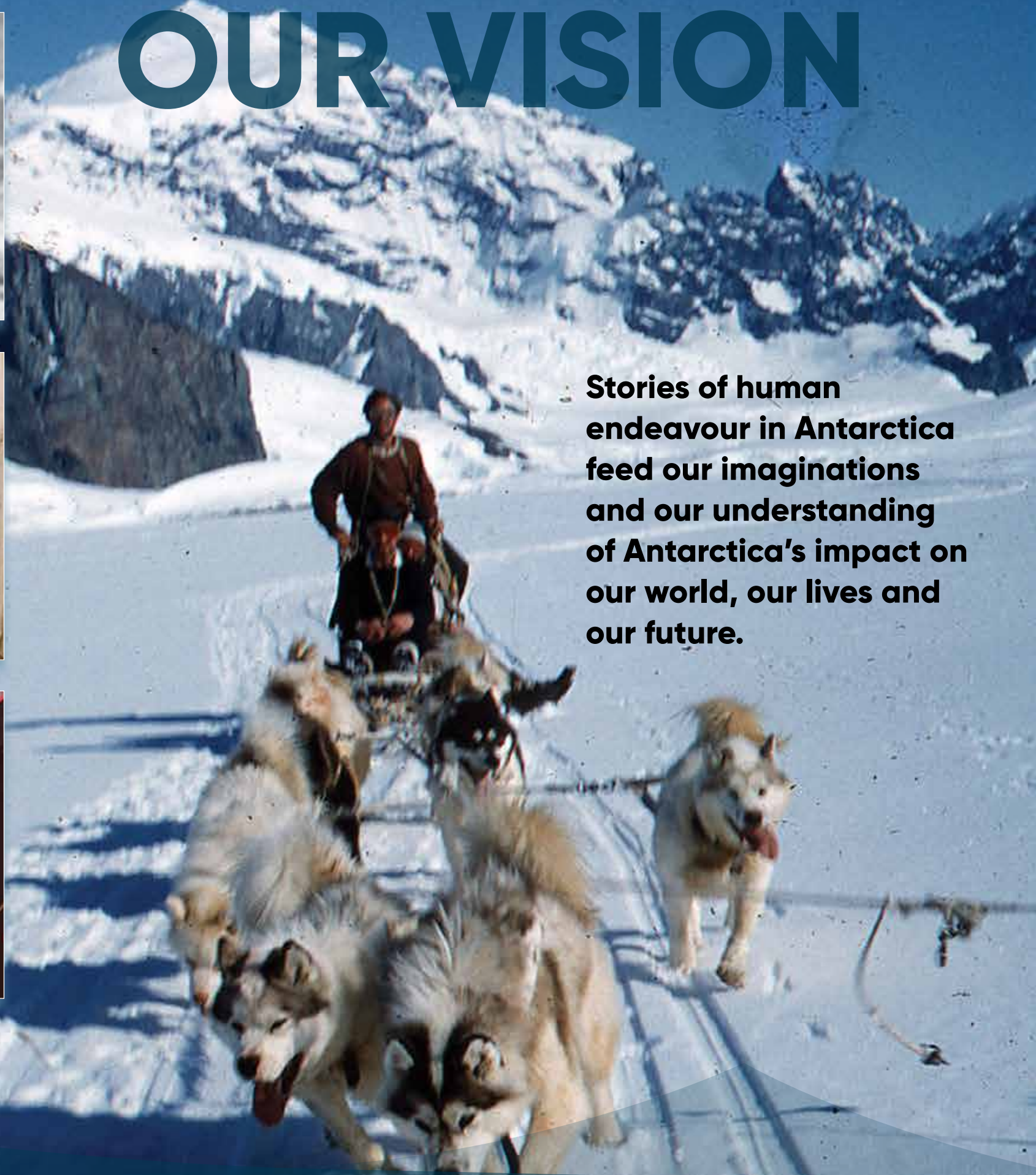






# OUR VISION

**Stories of human  
endeavour in Antarctica  
feed our imaginations  
and our understanding  
of Antarctica's impact on  
our world, our lives and  
our future.**





The UK Antarctic Heritage Trust was established in 1993 to help secure the legacy of past human endeavour in Antarctica for future generations. Join us on a journey to:

# DISCOVER UNDERSTAND VALUE PROTECT

for a sustainable future for Antarctica





“

*[The establishing of] Port Lockroy was the beginning of the continent's role as world laboratory, last wilderness and its recognition as a place to be cherished and protected. We can only hope to do that if we understand it and we can only understand it if we can explore it and its stories.*

”

**HRH The Princess Royal**



Our mission is to promote a greater public engagement with Antarctica, through heritage conservation, storytelling and effective advocacy.



# DISCOVER

**We will inspire an ever-widening range of people with the stories and legacy of science, exploration and human endeavour embedded in our Antarctic heritage.**

Antarctica already inspires many people. The remote wilderness, charismatic wildlife and awe-inspiring landscapes. We are well placed to create opportunities for people to discover the narratives belonging to the region, to share and celebrate the richness and significance of this vitally important continent and ultimately to pursue their own Antarctic odyssey, real or virtual. Both can inspire the sense of place and the emotional impact that this extraordinary place has for us within the wider context of our planet.

## What do we want to do?

We want to increase the diversity of engagement with Antarctica and expose a larger audience to one of our planet's most remarkable places. We especially want the stories of the heritage in our care, such as Operation Tabarin, to become better known and appreciated. We want to engage the wide audience of people of all ages who have heard of Scott and Shackleton, the hole in the ozone layer, or indeed are captivated by penguins, whose interest we can capture and develop in order to broaden their knowledge and so inspire them to further develop that interest.

For those able to visit our sites on the Antarctic Peninsula we are keen to maximise the impact – the welcome, the storytelling, the atmosphere, the opportunities to get involved. We want everyone to learn, to be moved and to discover new perspectives, and to leave with an appreciation of the importance of our heritage as part of the wider Antarctic picture.

## We will:

- Deliver in partnership a vibrant and interdisciplinary programme of events and activities to raise awareness, stimulate interest and tell stories of human endeavour in Antarctica.
- Use new technology to bring Antarctica a little closer – creating experiences to discover and explore our historic sites, engage with the narratives and make connections between the history, the science, the environment and the wildlife.
- Deliver an outstanding visitor experience at our historic sites by enhancing the presentation and interpretation of the past so that the narratives unfold in a memorable way appropriate to the location and mindful of the diversity of the visiting audience.





# UNDERSTAND

**Antarctica and its heritage will be better known and understood.**

The history of the Antarctic is rich, multi-layered, complex and endlessly fascinating. It is also key to understanding the continent's crucial role in how our planet works and the global impact of our actions. We can engage large numbers of people merely by presenting the wonder of Antarctica, but we want to go further, to enable a greater understanding of Antarctica as a protected wilderness, as the theatre of extraordinary human enterprise, its role in our planet climate system, the wildlife, its unique nature, biodiversity, history and position in global affairs. We believe it is important to combine science, nature, exploration, art, history and culture to help promote a deeper understanding of the complexity and significance of Antarctica and why it should matter to us all.

## What do we want to do?

We use Antarctic heritage as a lens through which to explore the past, the present and the future of Antarctica, to take audiences with us on a journey of discovery so they might pursue a lifelong interest in the continent. We will focus particularly on young people and use our Antarctic story to inspire a new generation with the incredible nature of Antarctica. We embrace debate, challenge ideas and explore new ways of giving voice to the personal response, to motivate everyone – artists from every discipline, campaigners, scientists, historians, experts and visitors – to express their own emotional response to Antarctica from an individual and unique perspective.

## We will:

- Identify key audiences, particularly young people and communities to whom we can deliver attractive programmes to enhance learning and understanding and inspire a deeper commitment to our goals.
- Work in partnership with the cultural and creative sectors to deliver a vibrant public programme of digital and traditional media campaigns, events and exhibitions.
- Engage with Antarctic tourism and encourage responsible visits making full use of our heritage sites to promote the wider relevance of Antarctica in a global context.
- Embrace opportunities to interact with the academic and research sectors to devise research programmes to explore the scientific and human history of Antarctica.





# VALUE

**People will be inspired to take action for a sustainable future for Antarctica by learning about Antarctica and its heritage.**

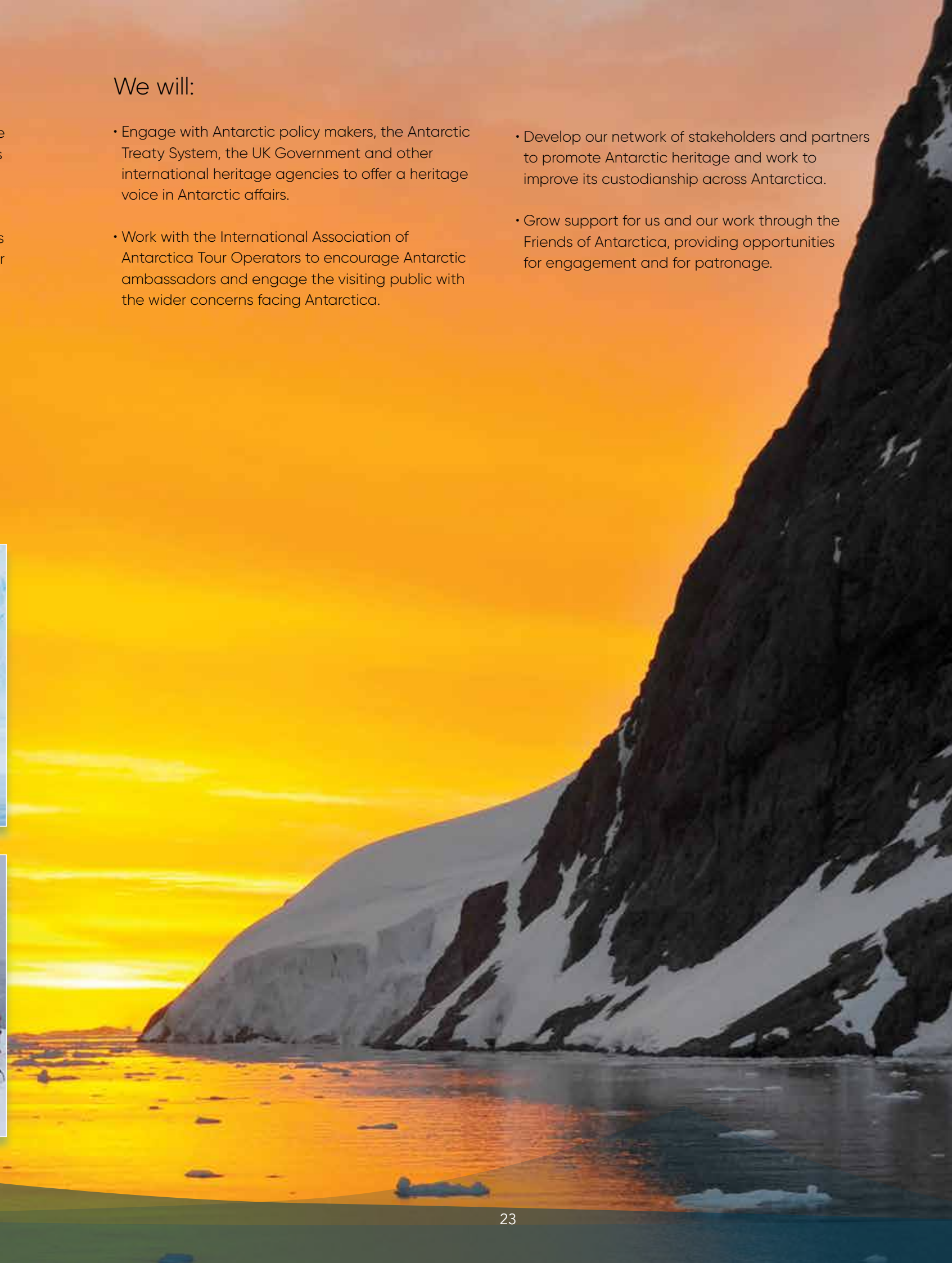
While UK Antarctic heritage is our primary concern, we are keen to maximise the opportunity the past gives us as a gateway through which we might explore the present and the future and involve people with the pressing issues facing Antarctica. As an organisation we are well-connected. We have expertise and influence. We want to use these to promote awareness of larger and longer-term questions. We acknowledge that human enterprise in Antarctica has not always been beneficial to the region but there is also much to celebrate. We want to inspire people, organisations and agencies to work towards a sustainable future for Antarctica, which has a shared heritage and for which there is, therefore, a shared responsibility.

## What do we want to do?

We want people to care about Antarctica and to use their energies to help protect this precious wilderness and all that is in it. We will use our own expertise, influence and networks to be a leader in issues surrounding heritage in Antarctica. We continue to work in partnership with like-minded organisations as advocates for Antarctica, and to secure the future for this unique heritage. We will continue to encourage dialogue and empower people to explore why Antarctica matters. We want everyone to value the physical evidence of the past and the importance of history in our cultural lives.

## We will:

- Engage with Antarctic policy makers, the Antarctic Treaty System, the UK Government and other international heritage agencies to offer a heritage voice in Antarctic affairs.
- Work with the International Association of Antarctica Tour Operators to encourage Antarctic ambassadors and engage the visiting public with the wider concerns facing Antarctica.
- Develop our network of stakeholders and partners to promote Antarctic heritage and work to improve its custodianship across Antarctica.
- Grow support for us and our work through the Friends of Antarctica, providing opportunities for engagement and for patronage.





# PROTECT

## Antarctic heritage sites, artefacts, stories and the historic environment will be preserved for the future.

Securing the future of the physical heritage on the Peninsula underpins everything we do. We take seriously our responsibility for the custodianship of this heritage on behalf of future generations. Peninsula heritage encapsulates the stories and legacy of pioneers of Antarctic science and exploration. It helps us understand what went before and how and why we are where we are now. This heritage marks the origins of the modern era of science and international collaboration which characterise Antarctica today.

Managing heritage in Antarctic conditions is perhaps our greatest challenge and our greatest responsibility. The demands of heritage preservation in this region are unique and require specialist expertise and considerable patience. It is the most resource-intensive of all our activities. At the same time, our heritage sites are part of a precious environment and cannot be separated from it. Our long-term penguin study at Port Lockroy contributes to a greater understanding of these remarkable animals and the impact on them of a changing environment. We need to deliver a holistic and sustainable approach to the management of the historic environment in Antarctica.

## What do we want to do?

We focus our efforts on leading by example – in our heritage conservation, environmental responsibility, our meticulousness in our own Antarctic operations, and in our work to motivate current and future generations to value Antarctica.



## We will:

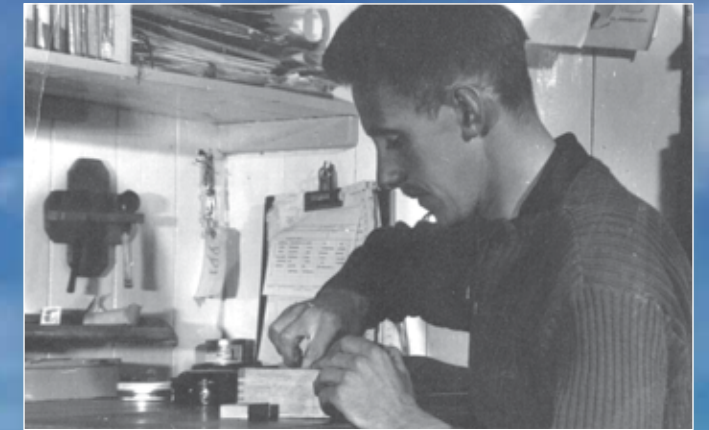
- Improve the condition of the buildings and collections in our care at the six designated Historic Sites and Monuments on the Antarctic Peninsula.
- Reach beyond our own sites and work with our partners and stakeholders to improve the care and consideration of Antarctic heritage more widely.
- Contribute appropriate advice, knowledge, skills and resources at locations managed by others to help sustain Antarctica's historic environment into the future.
- Identify, acknowledge and address the impact of our activities on the environment and climate.
- Work with scientists to study and better understand the natural environment and wildlife around our sites.
- Ensure that the future of our organisation is secure and sustainable to support the long-term protection of these sites.





# DELIVERING OUR VISION

This strategy sets out our new vision, ambition and priorities for the next ten years. It aims to make Antarctic heritage more relevant and sustainable. Our mission corresponds closely to, and is informed by, the strategies of our stakeholders and partners.





# DISCOVER

## GOAL

We will inspire an ever-widening range of people with the stories and legacy of science, exploration and human endeavour embedded in our Antarctic heritage.

## OUR AIM

We will create experiences and tell stories to inspire people with the wonder of Antarctica.

## What will we achieve?

- Increased numbers of people interacting with Antarctica and its stories
- Greater diversity of engagement with Antarctic activities
- Range of cross-sector partnerships
- Media coverage
- Social media and online engagement

## What will we do?

- Create excellent visitor experiences
- Interpret our historic sites to captivate our visiting audience
- Deliver an engaging programme
- Promote digital engagement
- Employ new technology
- Engage with the science in Antarctica past, present and future
- Work in partnership to tell stories and engage with new audiences

# UNDERSTAND

## GOAL

Antarctica and its heritage will be better known and understood.

## OUR AIM

We will enable a greater understanding of Antarctica as a protected wilderness, as the theatre of extraordinary human endeavour, its role in our planet's climate system, its unique nature, biodiversity, history, its scientific legacy and its global significance.

## What will we achieve?

- Increased knowledge and understanding of heritage in Antarctica
- Increased knowledge and understanding of wider Antarctic issues
- Increased use of the Antarctic heritage for creative inspiration, events and activities
- Increased number and range of organisations seeking to partner with us

## What will we do?

- Support and promote learning opportunities for all ages
- Encourage community involvement for a more diverse and deeper engagement with Antarctica
- Document and help share stories of those who have lived in, worked in or visited Antarctica
- Collaborate with relevant research, art and education programmes
- Create heritage mapping for Antarctic heritage in the UK
- Share our knowledge
- Develop audience research and activity



# VALUE

## GOAL

People will be inspired to take action for a sustainable future through learning about Antarctica and its heritage.

## OUR AIM

We will promote the cultural, social, environmental and scientific value of this heritage to promote in our audiences a sense of Antarctica as a precious legacy, which is a shared heritage and a shared responsibility.

## What will we achieve?

- Becoming a valued partner for key stakeholders
- Involvement in national and international policy development regarding heritage and visitor management
- Growth of Friends of Antarctica
- Playing our part in environmentally responsible tourism in Antarctica
- Increased public engagement with climate and environmental issues in Antarctica

## What will we do?

- Promote advocacy
- Support responsible Antarctic tourism
- Create Influencing policies
- Take action on environmental responsibility
- Promote climate awareness
- Engage with the science
- Launch awareness campaigns
- Encourage a particular awareness of Antarctica's unique status established by the Antarctic Treaty

# PROTECT

## GOAL

Antarctic heritage sites, artefacts, stories and historic environment will be preserved into the future.

## OUR AIM

We will look after the heritage in our care and create for it a sustainable future so that it survives to inspire future generations. We will use that heritage and all it represents to inspire more people to take action themselves to help protect Antarctica.

## What will we achieve?

- The Antarctic heritage sites will be stabilised
- Improved financial sustainability of the organisation to secure our longevity
- Training for our people so that they have the skills and resources to deliver our strategic priorities
- Reduced environmental impact
- Adaptation of Antarctic heritage to the effects of climate change

## What will we do?

- Conserve the huts on the Antarctic Peninsula to internationally recognised standards
- Work with heritage-engaged organisations in the UK to secure the future of Antarctic heritage
- Share our expertise
- Secure income and support from a range of sources
- Invest in our people





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