Heritage Innovation Fund

See all updates

Support for projects to explore, test and grow new ways of working across the heritage workforce.

Important

Heritage Innovation Fund is no longer accepting applications.

- Explore our available funding

Page updates

Page created on 5 July 2022.

Page last updated on 7 March 2025. See all updates.

Overview

The Heritage Innovation Fund is a pilot initiative for **experimenters, collaborators and learners** from across all parts of heritage, across the UK. We're looking for people who want to play a leading role in pioneering solutions for making the heritage workforce fit for the future.

> Innovation is not supposed to be the solution to everything – it should be about setting you up to think about what might be in 20 years' time.
>
> *Natural heritage professional*

It is designed to support organisations to **explore, test and grow** the **new ways of working** needed to support the future of our diverse and varied heritage.

The funding can be used to support organisations to find practical solutions that will help them – and also be shared across the sector.

Applicants must be:

- committed to the innovation process
- prepared to learn and experiment

- willing to share their failures as well as their successes

What do we mean by "new ways of working"?

We mean issues that relate to the future workforce (whether paid or voluntary). These issues impact whether organisations have the volume of staff and the skills to meet future demands on, and ambitions for, the UK's diverse heritage.

We are aware that these might be connected to complex and wider issues of diversity, inclusion, relevance, audiences and interpretation.

How will the Heritage Innovation Fund work?

The Heritage Innovation Fund is a **pilot initiative**. It is intended to build innovation capacity within, across and between different parts of heritage around a shared priority challenge area – the **workforce, skills and ways of working** needed for the future.

The Heritage Innovation Fund is intended to involve three phases.

Phase 1: Explore

Explore is for organisations at the early ideas stage. This phase will focus on defining a clear problem statement and helping you to develop potential solutions for testing in practice.

We recommend taking a look at Nesta's Helping innovation happen tool, which can help with identifying opportunities and challenges and generating ideas.

This phase will provide access to:?

- grants of up to £25,000 to cover your time and activities during this phase (six months)
- expertise to help you develop your ideas and skills through a structured package of support?
- peer learning and exchange in a cohort

Subject to Board approval, further grants from the Heritage Innovation Fund may be available to support the following steps in the innovation process.

Phase 2: Test

This phase will offer support to put promising prototypes and ideas into practice to gather evidence of what works.

Phase 3: Grow

This phase will support you to implement findings more widely, embedding, sharing and rolling out good practice across the heritage sector.

Why are we launching the Heritage Innovation Fund?

> Innovation is definitely happening, but it's not evenly distributed. We need collective confidence.
>
> *Museums professional*

In 2021, we carried out discovery research across the sector. We heard that many organisations are facing similar workforce challenges, made worse by the coronavirus (COVID-19) pandemic.

These include issues related to: how we work, who is part of the heritage workforce and what skills we need.

We also heard that in order to tackle these challenges in the **long term**, organisations need time, space, resources and the right support.

> If you conduct conversations in the right way, support small innovations and give people the confidence to do more... People need space to think in a supportive way.
>
> *Heritage professional*

The Heritage Innovation Fund will help to generate and nurture ideas that aim to ensure the heritage workforce has the capacity and capabilities required to meet future needs.

In our 2022 UK Heritage Pulse survey, 54% of respondents wanted greater support to innovate and test new approaches. The Heritage Innovation Fund is part of our wider response to this need.

Expand All accordions

Who can apply?

We are accepting applications from heritage organisations of any size or type, anywhere in the UK.

These could include:?

- not-for-profit organisations
- local authorities
- public sector organisations or private owners of heritage (with a workforce)

They cannot include:

- commercial organisations
- for-profit organisations

Expand All accordions

What can we fund?

In the Explore phase, we have commissioned a specialist innovation support programme to sit alongside a grant of up to **£25,000**.

The funding can be used to cover the costs of staff time to deliver a Heritage Innovation Fund project over a six-month period.

These costs could include:

- salary of?key staff member?or backfill costs if applicable?
- travel and subsistence costs associated with attending in-person events or delivering activities as part of the programme

Up to?**10%**?of the funding can be used to cover the costs of essential materials and equipment needed while researching your project. This could include the purchase of essential devices and IT equipment.

Expand All accordions

What we are looking for

In your Explore phase application you must clearly set out:

- how you will explore and define your idea and problem statement??
- how your work will focus on the further strategic development, governance and financial planning connected to your idea and how you will engage and involve relevant groups??
- how National Lottery funding, expert advice and being connected to a group of peers with a common goal will strengthen your organisation over the longer term

Questions to consider

- What is the workforce challenge that you want to focus on?
- What are the different elements of the challenge, and why have they not been tackled before?
- What are the short, medium and longer-term results of not solving this challenge?
- Who needs to be involved (internally and/or externally)? How might you find out more about their perspectives?
- How will this exploration relate to ongoing work in your organisation?
- What support do you have, and will you need, for the early discovery work to be effective? This could be from your organisation, the Heritage Fund, and/or other organisations or people.

Topics you could explore with our funding:

> Innovation can’t happen when you pre-describe it... We should instead set criteria that finds ability, appetite and capacity – rather than being prescriptive about the experiment.
>
> *Sector support professional*

Please consider the above quote.

Our three key criteria for this fund align with this thinking (see "How we assess your application", below).

We want to hear about **what challenges and inspires you about future ways of working for heritage**.

Some topics raised in our research are:

- how to diversify the future heritage workforce through exploring new recruitment approaches, new roles, connections with other sectors and places
- reimagining the future of volunteering
- overcoming retention challenges through progression routes and pathways, enhanced health and wellbeing offers, flexible working, etc
- making the most of new technologies and approaches that streamline core processes and create better conditions for staff and volunteers

Expand All accordions

What you can apply for

The Explore phase of the Heritage Innovation Fund will provide grantees up to **£25,000 and six months' coaching and innovation support** to explore your challenge and develop some initial ideas to prototype.

What you can expect from us

- access to a cohort of other Heritage Innovation Fund grantees
- access to innovation experts who will coach and support you
- funding to cover staff time to explore the problem you are facing and begin to frame potential solutions
- funding for the costs of associated activities in this exploration phase

What we expect from you

Successful applicants will take part in an innovation learning and development programme, led by The Young Foundation.

This will consist of:

- six 3.5hour online sessions (approximately one per month) with all programme participants
- individual/team coaching support over six months

This support will help individuals and teams to build their confidence, skills and capabilities in innovation practice.

Taking part in the support programme is **key to you receiving your grant funding**. It should be factored into your resource planning, alongside the work on your innovation projects as part of the project.

Senior support

We also expect you to have support from senior leaders within your organisation. We ask all applicants to name a senior leader who will commit time to supporting your work and advocating for it.

This should be recorded in your application form as a non-cash contribution.?

Expand All accordions

Key dates

- open for applications: 5 July 2022
- fund closes for applications: 12noon 27 September 2022
- interview period: 16 November – 1 December 2022
- decisions announced: December 2022

Application support

- we hosted a webinar (see recording) introducing the Heritage Innovation Fund at 11am on Thursday 21 July 2022.
- workshops to help you hone your idea (one event per organisation only, please – places are limited): Thursday 4 August, Wednesday 24 August and Tuesday 13 September

If you need to speak to someone about your idea or application, please contact your local office.

Expand All accordions

How to apply

Apply using our Get funding for a heritage project service.

Please note: the Heritage Fund uses the same forms across all of our funding programmes. Some questions will need to be answered differently for the Heritage Innovation Fund – please use our application help notes to help you to answer.

Do not use the help icons on the form (because they relate to our other funding programmes).

How many applications can I make?

We expect organisations to make only one application to the Heritage Innovation Fund.

The programme is designed to help organisations drill down into a single workforce challenge area in detail. There will be the opportunity to refine your specific challenge and focus within it as part of the Explore phase.

Umbrella organisations

Organisations that are under a single umbrella organisation but operate across multiple sites across the UK can submit more than one application. They must be able to demonstrate the need, and that they have the capacity and capability to deliver within the time available.

Each application should stand alone and will be assessed in line with the criteria set out in this guidance.

Tips on filling out the application form

Our project title?

Please ensure that you use the following format for your project title: "Explore: your organisation's name".

This is so we know that you are applying for the Heritage Innovation Fund. Otherwise, your application may be delayed or considered under the wrong programme.?

Supporting documents?

The following supporting documents will be required:?

- governing document??
- organisation's accounts??
- CV of the individual/s who will be leading the project or a statement of why they have been chosen to lead the work?
- (optional) letter of support from a senior leader within your organisation, detailing the amount of time they will commit to the programme as 'sponsor' for the work

Technical support?

For technical support or assistance with accessibility, please contact our customer service team by email: enquire@heritagefund.org.uk.

Expand All accordions

How we assess your application

We will assess eligible applications on three key criteria:

1. A compelling challenge connected to the heritage workforce??

The challenge should be significant now, but also an ongoing and long-term problem.

It should be relevant to your specific organisation, but also one that other heritage organisations could learn from.

2. Commitment to innovation

We're looking for a commitment to learning and working in the open.

We want to see that the wider organisation is ready to engage with your findings and failures. You will be able to demonstrate that your organisation is willing and ready to learn and experiment.

You will be able to show commitment to sharing ideas, work and learning – positive and negative – with others (both inside and outside your organisation) as part of this process.?

We want to know how working with a peer group could help you in your personal and organisational development.?????

You can also show a clear commitment to devote the time and energy to this work and that it is backed up by commitment from your organisation's leadership.

3. Named leader/s of the project who can engage the whole organisation

We're looking for applicants where the funding will help release their time to engage with the programme and add value to the existing core work of the organisation. You can demonstrate that the named leader/s have the skills and capacity to engage with the support programme and deliver this work.

Your job title or level of seniority is not important. It is more important that you have the wider support of your organisation to support your engagement with the programme.

Other factors

You will also need to demonstrate your overall organisational stability and evidence robust governance structures. **?**

Balancing criteria

In making final award decisions, we will ensure as far as possible that grants are balanced across heritage type, geographic location and organisation type.?

Expand All accordions

What happens after you apply

The application assessment process has two stages:

- We will assess all applications against the full criteria above to make a shortlist. We aim to inform you if you have been shortlisted in mid-November 2022.
- The shortlisted candidates will be invited to interview, after which a panel will make a final decision. We aim to inform you of our decision by December 2022.

Further details about the interview will be provided to shortlisted candidates nearer the time.

What happens if you are unsuccessful?

We cannot provide individual feedback on every unsuccessful application.

However, as this is a pilot initiative, we will be sharing our own key learnings and reflections on the funding process with unsuccessful organisations at a later date.

What happens if you are successful?

Please read our Receiving a grant guidance: Heritage Innovation Fund.

What happens after my six-month grant?

After completing the Explore phase, we aim to offer organisations the opportunity to apply for additional funding in the Test and Grow phases of the Heritage Innovation Fund.

Only organisations which have completed the Explore phase can apply for any subsequent phases of the Heritage Innovation Fund.?

Participating in the Explore phase **does not** guarantee you further funding. A key part of the innovation process is accepting that not all ideas will succeed. The exploration process may reveal that your idea does not warrant further testing.

More details on the next phases of the Heritage Innovation Fund will be available at a later date.

Expand All accordions

Legal and policy requirements

Subsidy control?

At the point of publication of this Guidance for Applicants, public funding for organisations is no longer governed by the European Commission's State aid rules as set out in Article 107-109 of the Treaty of the Functioning of the European Union and associated regulations and guidelines.

Instead all grant decisions made after 11pm on 31 December 2020 are subject to the new UK subsidy control regime, the principles of which are set out in Chapter 3 (Subsidies) of Title XI (Level Playing Field) of the Trade and Cooperation Agreement.?

There is expected to be further guidance, a consultation and possibly new legislation in this area to build upon those principles. You will be expected to comply with the principles of the subsidy control regime and to satisfy any future requirements. Agreements that have been entered into will be reviewed and varied accordingly. We reserve the right to impose further requirements and additional conditions in relation to this matter.???

It is an applicant's responsibility to check whether State aid or subsidy control clearance is required. Applicants should seek independent legal advice if they are unsure whether a project will require clearance.??

Managing your data?

You can find details of how and why we use your personal data in our Privacy Policy.

Complaints?

You can find out how to make a complaint on our Making a complaint: England, Northern Ireland and Wales and Making a complaint: Scotland pages.

Page updates

- **21 July 2022:** key dates section updated to include links to workshops.
- **2 August 2022:** link to the recorded applicant support webinar added to Key dates section.
- **4 October 2022:** programme closed.
- **9 November 2022:** the date when we will inform applicants if they have been shortlisted in the 'What happens after you apply' section was changed to mid-November.
- **7 March 2025:** deleted 'We are currently accepting applications for the Explore phase only' as the programme is closed.

Tag Link
Closed programmes

Application help notes: Heritage Innovation Fund

05/07/2022

See all updates

Page updates

Page created on 5 July 2022

Page last updated on 25 July 2022. See all updates.

Using these help notes

We are accepting applications for grants up to **£25,000**.

The Heritage Fund uses the same forms across all of our funding programmes. Some questions will need to be answered differently for the Heritage Innovation Fund – please use these notes to help you apply.

Do not use the help icons on the form because they relate to our other funding programmes.

The term "project"

The term "project" is used on many of our existing forms. However, the Heritage Innovation Fund is targeted at supporting organisations to explore a problem area, which might include project-based working. Regarding this particular funding, the word "project" refers to the time when you are exploring your problem or challenge area.

Extra support

We will be holding webinars and workshops to help you apply. Find out more about these events.

Register

If you do not already have a user account, you will need to register on our Get funding for a heritage project service.

If you are unable to set up your account or have any other technical problems, email: investment-service-support@heritagefund.org.uk.

How to start a new application form

1. Click Start a New Application and select Grants of £10,000 to £250,000.
2. Click Start a New Application. Please note that you must not apply for more than **£25,000**.

If you copy and paste text directly into your application, make sure you do not exceed the stated word count limit.

Don't forget to save the progress of your application as you work on it.

About your project

Tell us of any advice you have received in planning your project and who from.

Have you received any support or advice from our engagement team or The Young Foundation? Did you join a pre-application webinar or workshop?

Is this your organisation’s first application to us?

Answer yes or no.

If no, provide details of your last application to us.

Project title

Please ensure that you use the following format for your project title: "Explore: your organisation’s name".

This is so we know that you are applying for the Heritage Innovation Fund. Otherwise, your application may be delayed or considered under the wrong programme.?

When will your project happen?

Enter a project start date of February 2023 and a project end date of July 2023.

This is because all of the Heritage Innovation Fund projects start at the same time in order to join the cohort support programme.

Why does your project need to happen now?

Tell us about the most pressing workforce-related challenge you want to tackle with this funding, including:

- how the challenge will impact your organisation in the short, medium and long term
- who it affects/will affect
- how it will affect your organisation in the future if no action is taken

Is the project taking place at the same location as your organisation’s address?

Answer yes or no.

If no, click Find your address.

Describe your idea

In **no more than 500 words**, please provide a summary of what you would focus on and how you would benefit from the funding and support available. Include:

- An explanation of the workforce challenge you want to focus on. You might want to tell us some of the questions you will be aiming to answer.

- Why this is important. How do you know this is a problem and what steps have you taken to meet this challenge already?

- how addressing this challenge could be useful beyond your organisation

- what having the time and support to explore it and to scope potential solutions means for your organisation’s prospects into the future

If necessary, use bullet points.

Please note: the summary you provide is the **only part of your application form which is seen by decision takers**. This is presented alongside our Investment Managers' assessment of your application.

Will capital work be part of your project?

Answer no. Capital works are not eligible under the Heritage Innovation Fund.

If you are undertaking any capital work (including repair, refurbishment etc) to land, buildings or heritage items, tell us who owns it.

Leave blank.

Does your project involve the acquisition of a building, land or heritage items?

Answer no. Acquisition of buildings, land or heritage items is not eligible under the Heritage Innovation Fund.

Do you need permission from anyone else to do your project?

Answer yes, no, not sure.

Explain here if you have sign off from your line manager/senior management/board to work on this project over the next six months.

What difference will your project make?

Please tell us:

- how you would use the space and time for discovery outside your main work
- how this would allow you to address the challenge differently
- Why your organisation is interested in joining an innovation cohort. What might you find most challenging or rewarding about working in a cohort setting?
- how doing this work will unlock future potential for your organisation/community

Is the heritage considered to be at risk?

Answer yes or no.

If yes, explain how your organisation's sustainability and services might be impacted if this challenge goes unmet.

Does the heritage have any formal designations?

Please select any options that apply.

Does your project involve heritage that attracts visitors?

Answer yes or no.

If yes, provide figures.

Why is your project important to your community?

Tell us about the importance of addressing this challenge: to your organisation, community and the wider sector.

- tell us why your community considers this project important
- To what extent is your challenge shared by other heritage organisations and practitioners?
- Who within your current networks has engaged with this challenge so far, and how?
- Who outside your current networks would you most like to engage and connect with on this issue?

What measures will you take to increase positive environmental impacts and decrease negative environmental impacts?

We expect the highest standards of environmental sustainability to be delivered by **all** the projects we fund.?Find out more about our environmental sustainability requirement.

What will happen after the project ends?

Tell us about how you plan to implement the insights from this project after the funding period and support programme ends.

Why is your organisation best placed to deliver this project?

Tell us how the executive and/or trustees in your organisation view your application to the Heritage Innovation Fund.

What awareness do they have of your challenge and how will they be involved??

Will your project be delivered by a partnership?

If yes:

Who are your partners?

Please provide a named contact from each organisation. Please note if you are planning on working with another organisation to carry out your project, we would like to see your partnership agreement.

This document should outline both partner's roles and responsibilities and should be signed by all parties. This agreement should reflect the needs of your project and you may need to seek independent advice.

You do not need to provide a partnership agreement unless another organisation is delivering a significant part of your project. [500 words]

If you have one, upload a partnership agreement.

Outcomes

We describe the difference we want to make with our funding through a set of nine outcomes. Outcomes are changes, impacts or benefits that happen as a direct result of our funding.

The mandatory outcomes for the Heritage Innovation Fund are:

- a wider range of people will be involved in heritage
- the funded organisation will be more resilient
- people will have developed skills

Using the prompts below, please tell us how the grant funding, participating in the structured innovation support programme and working as part of a cohort will address **all three outcomes**.

As these are small grants, you do not need to address **every** bullet point below.

A wider range of people will be involved in heritage

- How will investigating this challenge allow you to involve a wider range of people in accessing heritage?
- Who outside of your current networks would you most like to engage and connect with on this issue?
- How will you engage staff and volunteers within your organisation with this challenge?

The funded organisation will be more resilient

- How will doing this work make your organisation and staff team stronger and more resilient?
- How will you implement any actions identified during the project?

People will have developed skills

- What skills will your nominated staff member develop as a result of the project?

- Do you expect other staff members, volunteers or participants to gain skills as a result of this work?

Will your project achieve any of our other outcomes?

Answer no. You do not need to tell us about the other outcomes.

Project management

- How will your project be managed?
- Who will be leading this project within your organisation and why?
- What steps will your organisation take to enable the project lead to have the time to participate?
- Tell us about any contingency plans, or where you can introduce some flexibility, in case changes are required?
- How will the project lead's normal workload be covered? Remember: the grant funding can be used in part to backfill.

How will you evaluate your project?

The focus of the Heritage Innovation Fund is on enabling organisations to learn and develop while exploring a pressing challenge they are facing.

Engagement with the grantee support partner (funded and appointed by the Heritage Fund) will be a key measure of progress. As part of this, organisations will reflect on their own learning at key moments.

Please provide an outline here about:

- what your organisation hopes to gain by participating in this programme
- what your hopes and fears are for joining a cohort
- what would make you satisfied at the end of the six months

How do you plan to acknowledge your grant?

Please provide details of how you will acknowledge this grant. Find out more about grant acknowledgement.

Tell us about any jobs or apprenticeships that you will create to deliver your project

If you are backfilling or extending the hours of a post to cover the nominated staff member, please tell us how this will be managed.

Project costs

Project costs help us understand how you plan to put your project into action.

The grant funding covers the costs of staff time to participate in this programme and deliver the project over the six-month period. This includes:

- salary costs/backfill costs including on costs of the key staff member leading the work
- associated costs of attending any in-person components of the programme
- associated costs of delivering activities as part of the project (such as stakeholder consultation events or activities)
- up to 10% of the grant may be used to cover the costs of essential hardware needed to work on the project

Completing the project costs table

Add a new cost for each project cost. For example, if you are doing three activities, add three separate activity cost types, each with their own description and amount.

Cost type: select from the list.

The following cost types may help you:

- new staff costs
- professional fees
- recruitment
- equipment and materials, including learning materials
- training for staff and training for volunteers
- travel for staff and travel for volunteers
- expenses for staff and volunteers
- other: please use for any costs that do not fit with any of the other cost headings
- publicity and promotion
- contingency: we would encourage you to build in contingency to pay for unexpected costs required to deliver your project. The total contingency figure may be up to 10% of the total costs of the project. Make sure that you only include your required contingency here and not within the other cost headings in the application.
- description: describe what this cost line will go towards
- amount: this can be an estimate
- VAT (Value Added Tax) amount: include non-recoverable VAT in this column. You may not pay VAT on certain types of work or may only pay it at a lower rate. You should approach HM Revenue & Customs to check how much VAT you will need to pay.
- Full Cost Recovery

Support for your project

Select no. Partnership funding is not required for the Heritage Innovation Fund.

Add a non-cash contribution

We ask that you commit a small proportion of a senior leader’s time as a project sponsor. Please describe that arrangement here.

Volunteers

Leave blank. Volunteer contributions are not required for the Heritage Innovation Fund. However if there are specific details relating to volunteer involvement in this project, tell us here.

Evidence of support

Optional letter of support from the senior leader who is acting as sponsor for this project.

Supporting documents

The following supporting documents must be uploaded with your application form. File sizes should be smaller than 20MB.

1. Upload your organisation’s governing document

Before we assess your application, we need to see a copy of your organisation's governing document.

This is an official document that sets out your organisation's purposes and rules of operation. It formalises governance and explains how and by who decisions are made. It is sometimes called a constitution, rule book, terms of reference, memorandum and articles of association, or declaration of trust.

The Charity Commission provides guidance on creating a governing document.

If you do not have a signed copy, you can submit other evidence to show that the governing document has been adopted, for example, minutes of a committee meeting.

Your governing document should include the following:

- the name and aims of your organisation
- a statement that prevents your organisation from distributing income or property to its members during its lifetime
- a statement which confirms that, if your organisation is wound up or dissolves, the organisation’s assets will be distributed to another charitable or not-for-profit organisation and not to the organisation’s members
- the date when it was adopted and the signature of your chairperson (or other authorised person)

We are unable to accept your application if your governing document does not include the above.

Please make sure your application falls within the aims of your organisation.

You do not need to upload your governing document if you are:

- a public organisation, for example, a local authority
- a charity registered with the Charity Commissions for England, Scotland or Northern Ireland
- one of the following church organisations:
    - Baptist Church
    - Church in Wales
    - Church of England
    - Church of Scotland
    - Methodist Church
    - Roman Catholic Church
    - Scottish Episcopal Church
    - United Reformed Church

2. Upload your organisation’s accounts

Before we assess your application, we need to see your organisation's most recent accounts.

Make sure your accounts are recently audited or verified by a date and signature from your chief financial officer or equivalent.

You do not need to upload your accounts if you are:

- A public organisation. For example, a local authority.
- If you are a new organisation and do not have audited accounts, you can submit your last three bank statements, or a letter from your bank confirming that you have opened an account.

3. CV of the nominated staff member

Please provide a recent CV of the individual who will be leading the project, or a statement of why they have been chosen to lead the work.

There is no designated section in the application form for this document, so please upload it under "Briefs for internally or externally commissioned work".

Supporting documents we DON'T require

The application form also requests the following supporting documents, which you **do not need to supply** for this application:

- project plan
- briefs for internally or externally commissioned work (use this space to upload the CV or personal statement)
- project images
- calculation of full cost recovery

If the form will not let you proceed without uploading something, you can submit one of the documents above again.

Page updates

- **25 July 2022:**
  - Full Cost Recovery has been added to the 'Completing the project costs table' section for clarity.
  - How we advise you to respond to the 'Will your project be delivered by a partnership?' question has changed to reflect that we will be accepting applications from partnerships.

Receiving a grant guidance: Heritage Innovation Fund

05/07/2022

See all updates

This guidance sets out how you will receive your Heritage Innovation Fund grant. It also explains what we expect of you.

Page created: 5 July 2022

Page last updated: 17 September 2026. See all updates.

Congratulations on being awarded a grant.

We hope this funding will give you the space, time and right support to explore your identified challenge and start to develop innovative solutions that will strengthen the heritage workforce for the future.

The funding you will receive is public money from National Lottery players. As such, we are duty-bound to ensure that it is managed in an accountable way. This means that there are a number of processes that you need to follow throughout the life of your grant. We try to make these proportionate in line with the level of grant you are receiving.

We like to work in a collaborative way, so please keep in touch with us if you need our support or have particular insights you would like to share.

Your first point of contact is the person named in your notification email.

How we work with you

Reporting progress

This funding is about supporting your organisation to spend time exploring the problem area you have identified. We are really interested to learn from what you do over the next six months. We want to hear about any unexpected discoveries or solutions.

We may also join some of the support partner cohort sessions to hear more about the work you are doing and what you are learning along the way.

Please keep us informed of any practical changes affecting your organisation that mean you are no longer able to do the work or engage with the support partner, including:

- significant delays meaning the work will not be completed within the six-month timeframe
- key staff leaving and how you will ensure the work continues at pace and within timeframes
- significant organisational restructure
- changes impacting on your financial stability or governance
- significant changes to the leadership of your organisation

Payments

Your grant is paid in three instalments:

1. You will receive **50%** of your grant once you have received permission to start your project.
2. You will receive the next **40%** once you can evidence that the first 50% of the total project costs have been spent.
3. We withhold the final **10%** of your grant until the project is completed. We will only pay this if the total project costs have been spent and are evidenced. This should be supported by your **completion report**.

Evidence of expenditure

Keep all invoices and receipts related to project expenditure as evidence.

Please provide either a finance ledger or a signed letter outlining staff costs (we do not need to see copies of payslips for any staff appointed for the project).

For amounts of less than £250 you should provide a separate table of costs for each cost heading which specifies the date, amount and description of each item of expenditure. The total of your table should match the single entry you input on your project costs table using the relevant cost heading.

Important documents

Your grant contract with us, the funder, is made up of the following:

- Your grant and project **Terms and Conditions**. Find this in the "Check your Project Details" page of our Get funding for a heritage project service.
- **any Additional Grant Conditions, if applicable**
- **Standard Terms of Grant**. If there are any inconsistencies between the Standard Terms of Grant and the Terms and Conditions, the Standard Terms of Grant will take precedence.
- the Receiving a Grant guidance on this page

If you do not comply with the grant contract, we reserve the right to request repayment of some or all of your grant.

Before starting your project, please also read:

- Heritage Innovation Fund application guidance
- Acknowledging your grant
- Evaluation guidance

We recommend that all those closely involved in the delivery of your project are familiar with the application you submitted to us. In particular, the outcomes you hope to achieve.

Grant expiry date

Your grant expiry date is given in your notification email. It is based on the six-month duration offered for this type of grant and the complementary support.

You must complete your proposed work and submit your completion report and final payment request form by the grant expiry date.

If you experience delays in delivering your project, you can request an extension to the grant expiry date. However, the complementary non-financial support cannot be delivered beyond the six-month grant period. Significant delays may also impact on your ability to apply for any next stage funding we may offer.

We aim to be flexible but cannot guarantee an extension. If your project takes significantly longer than six months to complete from the date of your notification email, we may terminate your grant and ask for the repayment of all or part of your grant.

Project timeline

Before starting the six-month grant period you will need to:

- await receipt of your grant award notification
- submit signed legal agreement documents
- attend a cohort start-up meeting with our support partner prior to formal grant commencement

The overall grant and support duration is six months. During this time you will need to:

- define your challenge and develop potential solutions
- take part in the regular support partner sessions led by The Young Foundation
- send a completion report to your Investment Manager to release final payment

Support programme

The six-month Explore phase grant of £25,000 sits alongside an innovation learning and development programme, led by The Young Foundation. **Participation in the support programme is key to receiving your grant**.

This support will help individuals and teams to build their confidence, skills and capabilities in innovation practice.

- There will be six 3.5hour online sessions (approximately one session per month) with all programme participants.
- There is also an offer of individual/team coaching support over the six months.

Please factor participation into your resource planning.

If your named contact cannot attend a session or leaves your organisation, your organisation is expected to arrange suitable cover. Failure to do this may result in some or all of your grant being repaid.

Content will include:

- learning with others – through taking action and testing ideas, and regularly coming together with others to review progress and reflect on what we are learning about how innovation and change happens
- innovation practice – sharing and explaining tools that could be used to gather insight and hone definition of your problem
- leading change – exploring aspects of change management that will allow organisations to open up to experimentation and new ways of working

Delivering your project

Evaluation

You are not required to undertake a formal evaluation of the funded work.

However we may ask you to give feedback and share your reflections as we are keen to learn about what we could improve about this programme.

Promotion of your National Lottery grant

Promoting and acknowledging The National Lottery is a condition of the grant contract.

Read more about acknowledging your grant.

You must acknowledge your grant publicly as soon as your project starts by displaying the National Lottery acknowledgment logo.

You must also make sure you include the National Lottery logo on any information you produce about your project, for example, on public consultation materials. You must also include the logo on all designs or plans you produce, on all

specialist reports or surveys, and on all tender documents or job adverts that are funded by your grant.

If you do not comply with our acknowledgment guidelines, we reserve the right to stop making payments and to request repayment of some or all of your grant.

If you need any help or have any questions about acknowledging your grant, please get in touch with us.

Grant publicity

It is important to publicise your grant award to local media so that National Lottery players know where their money is being spent. We will publish the fact that you have been awarded a grant on our website within 20 days of your grant being awarded.

We can assist you with queries about publicity and the media. We have template press releases on our website. The templates include the correct wording, so you will just need to insert your project information where required.

Recruitment of staff

All staff posts must be advertised with the following exceptions:

- If you have a suitably qualified member of staff on your payroll that you are moving into the post created by your project.
- If you have a suitably qualified member of staff on your payroll whose hours you are extending so that they can work on the project. In this case we will fund the cost of their additional hours spent on the project and you will need to tell us about the role they will undertake.

We may ask to see evidence of the recruitment procedure you followed so keep these records safe. If you are moving an existing member of staff into a post created by the project, then we can either pay for the cost of this member of staff, or for the cost of backfilling their post (where an employee is assigned to a new job and their position is temporarily filled by another employee), whichever cost is less.

If you wish to appoint any new members of staff on your project who are linked with any members of staff at your organisation, for example, any close friends, relatives, or former members of staff, you will need to obtain written permission from us first.

All salaries should be based on sector guidelines or similar posts elsewhere.

We are committed to ensuring that the heritage sector is inclusive and sustainable. You must use the Living Wage rate (and London Living Wage where applicable) for all project staff.

Photographic record

You may wish to capture photographs showing your progress which you can share as part of your completion reports. When completing your completion report and final payment request form you can let us know if relevant photographic material from your project is available on the internet and where it can be found.

We may make use of your images in publicity material. By sharing them with us you give us the right to use those you provide us with at any time, including altering them. You must get all the permissions required for you and us to make

use of them before you use them or send them to us. These images, along with other digital outputs from your project, should also be shared with an Open Licence (Creative Commons Attribution 4.0 International). If you are not the rights holder, you must ensure you have agreement to share these images under this specified Open Licence.

As part of this, you should ensure that you collect appropriate written consent from anyone who appears in these images that they can be reused in relation to publicity and promotional materials, and that they can be shared online under the specified Open Licence. This is particularly important where images include young people or vulnerable adults and where specific permission must be sought in advance. If you require any guidance on this, please speak to us.

If your images are not suitable for sharing under an Open Licence, other arrangements will need to be put in place. Please speak to us as soon as possible.

Online forms and portal login

You will need to fill in a total of four online forms during project delivery. All forms can be found on our Get funding for a heritage project service.

To log in, you will need to use the email address and password you used when applying for a grant. If your email address has changed since you submitted your application, contact your local Heritage Fund office or your Investment Manager.

Legal agreement and payment request form

We expect you to submit your signed legal agreement within two weeks of the date of your email notification.

If there are substantial delays and it has not been received within six weeks, we may decide to withdraw the offer of your grant.

The legal agreement must be completed by at least two signatories. By signing the Declaration, you are confirming that your organisation accepts your grant and agrees to comply with the grant contract. You should keep a signed copy for your records.

Once we have approved your request we will inform you and we will authorise the first payment of your grant. You can then start work on your project. You should not start any work on your project until you have our written permission to do so. If you do so it is at your own risk.

Projects completing under budget

If you spend less than your agreed costs and your project completes under budget you will need to return to us any part of the grant that has not been spent.

If the underspend is less than 10% of your grant we will adjust the final payment of your grant accordingly. If the underspend exceeds 10% of your grant, you will need to return the unspent grant to us via cheque or BACS transfer (bank details are available upon request).

Your final payment will be calculated based on your overall project costs.

Page updates

- **19 January 2023:** Mentions of mid-point progress reports were removed, as these are no longer required.

Recorded webinar and FAQs: Heritage Innovation Fund

See all updates

A recording of our applicant support webinar, and answers to questions raised by attendees during the webinar.

Page created: 2 August 2022.

View the webinar

We held an applicant support webinar for the Heritage Innovation Fund on Thursday 21 July 2022.

View a recording below:

Remote video URL

We've embedded content from YouTube here. As YouTube may collect personal data and track your viewing behaviour, we'll only load the video after you consent to their use of cookies and similar technologies as described in their privacy policy. We will also set a cookie to remember your preference.

Accept Watch on YouTube

Chapters

- **0:00** Welcome and webinar overview
- **0:34** Speaker introductions
- **2:17** Background and context to Heritage Innovation Fund
- **4:28** How is this funding different to our project funding?
- **5:55** What do we mean by 'workforce' (the theme for this pilot)?
- **8:05** Available support from us
- **10:05** What we hope grantees will bring
- **11:41** Support offered by the Young Foundation
- **14:18** Examples of innovation
- **18:17** Key features of innovation
- **19:07** Innovation themes identified by webinar attendees
- **21:23** What we are looking for from applications
- **23:40** The application journey
- **26:34** Key dates

The speakers are:

- Emma Birks, Senior Engagement Manager at the Heritage Fund
- Penny Yewers, Innovation Development Project Manager at the Heritage Fund
- Alex Roberts, Head of Innovation and New Business at the Heritage Fund
- Anna Dinnen, Senior Associate of the Young Foundation

FAQs arising from the webinar

Attendees at the webinar raised a series of questions, which we have answered below.

The answers to several questions raised can be found by reading the guidance. Please read the guidance and the help notes carefully before applying.

Eligibility

Question: Can volunteer organisations apply?

Answer: We include volunteers in our definition of workforce, so voluntary organisations are welcome to apply to this programme. However, you will need to have a constitution (a document explaining your aims and objectives). Think carefully about the workforce issue you are facing, whether you have capacity to engage with the wider programme support, and what costs you will incur.

Question: Are private owners eligible? Are there any requirements for being open/accessible to the public?

Answer: As this is funding from the National Lottery Heritage Fund, private owners of heritage must meet our mandatory outcome of engaging a wider range of people in heritage. We will take this wider public benefit into account when assessing applications from private owners of heritage. As per the guidance private owners must have a workforce or team, including freelancers and volunteers and are not eligible if applying under a commercial or for-profit arm

Question: Are partnerships/collaborations eligible?

Answer: Partnerships are eligible but there needs to be a lead applicant to which the grant funding will be paid and where the lead staff member is based. You should have a partnership agreement in place if funds are to be formally shared – see amended guidance for further details.

Question: Can organisations that have recently applied for/received National Lottery Heritage Fund grants or other grants apply? Can we apply if we have an ongoing project?

Answer: Yes, previous and ongoing applications under other National Lottery programmes do not affect your eligibility for the Heritage Innovation Fund. Think carefully about whether you have capacity alongside your ongoing projects and the value-add this work may bring. We will take delivery risk into account in our assessment.

Question: Can universities and higher education organisations apply?

Answer: Public sector organisations are eligible but we would expect applicants to have the ability to directly apply their learning within a heritage context.

Project Ideas

Question: Can you explain how we should evidence that we will meet the outcomes of this programme, when the work is at an early stage?

Answer: This fund is about supporting the longer-term conditions in which these outcomes can be achieved in future. We do not expect innovation fund grantees at this early stage, or within the 6-month timeframe of this grant programme, to evidence direct impact on the outcomes.

Achievement of these outcomes will therefore be more focused on you beginning to anticipate and prepare for the future impact of your work beyond the life of this grant.

Question: What kinds of activities do you envisage grantees performing in the Explore phase? For example, would you expect us to perform any testing?

Answer: The focus of the Explore phase is to scope and define the challenge area. In practice, this means activities may include things like getting structured, robust feedback from people directly affected by the challenge, and understanding how they are affected with more precision.

It may extend to working out where else the challenge exists and what the requirements are of a potential solution to your challenge and how others experience it. It may involve other forms of research and it may involve testing out hypotheses or early ideas. Subsequent phases will be more geared to testing and prototyping activities.

The structured support programme should help you more precisely identify and plan the activities you need to deliver. Participation in this programme will also involve listening to and learning from other heritage colleagues. It may be that the challenge you identified evolves or shifts as a consequence of your research and learning.

Question: How do you define a ‘workforce challenge’?

Answer: This programme aims to support you to first define the problem or challenge that you face. A ‘workforce challenge’ is any issue relating to the workforce (whether paid or voluntary) that impacts on having the skills and capabilities to meet future demands on and ambitions for preserving, restoring and celebrating the UK’s diverse heritage. It might also include the way work is organised and distributed. Please see help notes for further details.

Question: 'Innovation' looks different for different organisations – how will you ensure this is understood within your decision making process?

Answer: We are certainly conscious that innovation can look different in different places and that grantees may have different starting points. This is part of the reason we plan to incorporate an interview discussion in the process, so that we can better understand the context you are working in.

Question: Can projects start in April rather than February 2023?

Answer: No. The programme has been designed to support a cohort that will start and finish at the same time to allow for participation in the learning and support programme.

This does not mean you cannot be exploring your challenge area before and after this in your own time – but the dedicated time and space the funding provides is required to be from February 2023.

Question: Can we use this grant to help develop ways of working to fit with a subsequent or ongoing Heritage Fund proposal/project?

Answer: Yes, however we would encourage you to speak to your local Investment Manager to discuss ideas. You should explore whether the work you would do with the Heritage Innovation Fund is likely to align with any subsequent funding you might seek through our open programmes.

Staffing

Question: How does The National Lottery Heritage Fund define heritage workforce?

Answer: We don't define heritage, and all types of heritage areas are eligible for this programme. Workforce can include paid staff, contractors/freelancers, placements/paid trainees and volunteers. The programme is focused on ensuring the future workforce, in its broadest sense, has the skills and capacity needed to meet future ambitions for, and demands on, the UK's heritage.

Question: Can the grant be used to commission elements of activity if you don't have capacity, and/or can the lead person be a consultant or contractor?

Answer: The aim of the funding is to support the costs of your organisation doing this early stage exploratory work. The funds can be used to cover staff time as well as the associated costs of doing the work. This may include commissioning some elements, however it's essential to have a consistent staff member leading the work throughout and participating in the support programme.

In certain circumstances it may be appropriate for freelancers/contractors to the lead the project, for example organisations and private owners which only use freelancers/contractors. However, we will want to hear how the long term benefits of participation in the programme will develop for the organisation, rather than the supplier.

Please see application help notes, guidance and Receiving a Grant guidance for further details.

Question: How does The National Lottery Heritage Fund define diversity?

Answer: When we talk about diversity and inclusion, we mean equal and fair access for everyone, regardless of age, sex, disability, race, sexual orientation, gender identity, faith, class or income. See our inclusion guidance for more info.

Eligible costs

Question: How should we calculate the non-cash contribution of a senior manager?

Answer: A simple calculation of the number of hours they will provide multiplied by their hourly rate is enough. We are interested in how they will engage with the programme rather than the financial value, so please make sure this is clear in your application/supporting documents.

Question: Can this funding be used as match-funding for other grants? Can it be used as match-funding for National Lottery Heritage Fund grants?

Answer: The funding could not be used as match-funding for National Lottery Heritage Fund grants but it could be used as match-funding for other grants. However, we will be funding the initiative in its own right and you will need to sign up to dedicated grant terms reflecting this.

Question: Can we use match funding along with the Heritage Innovation Fund as part of the Explore process?

Answer: You are welcome to contribute to this process through cash or in-kind contributions, and you can include this in your application form if you can commit to it at this stage. However there are no minimum cash match-funding requirements for the Heritage Innovation Fund.

Additional support

Question: If we are unsuccessful, is there an opportunity to gain anything else from the programme?

Answer: We intend to model a 'learning in the open' approach, meaning we will share our insights from the pilot, and we are looking to enable grantees to do the same. We will also use the learning from this pilot to inform future funding offers to the sector to ensure as wide a benefit as possible. We are not providing any formal programme for unsuccessful applicants.

Question: What should we do if we can't get onto the workshops/if there are not enough spaces?

Answer: Please sign up for the waitlist. We will look at feedback from the first workshop and respond with additional resources as required. You can also contact your local area/country Engagement team for additional support while developing your application.

Question: Is attending a workshop required for an application to go forward?

Answer: No, attendance at a workshop is not mandatory. They are an additional support for those who would like to workshop their ideas with others.

Scheme overview

Question: Is there likely to be a repeat of the Stage 1?

Answer: This is a pilot programme, so we will review the demand and learning coming from the first phase to inform our future plans. At the moment, there is no repeat of Stage 1 scheduled.

Question: How big will grants be for Stage 2 and 3?

Answer: We cannot yet confirm the full budget for the later stage funding. This is still subject to our annual business planning process which will be informed by the learning arising from this first stage pilot. In principle we expect to make fewer grants but of a larger amount at the stages 2 and 3.

In designing the initiative, we worked to an indicative budget of £5million. We expect to spend c. £800,000 on these first stage grants. The remaining funds will go towards the next stage of the programme in 2022-2023 and the grants that organisations may apply for after the successful completion of the 'Explore' programme.

Question: How many projects are you hoping to fund at each of the three stages?

Answer: We have a budget of c. £800,000 for the Explore grants and expect to make 30-35 grants. As per the above response on budget for next stage funding, this will be finalised in response to the learning coming out of this first stage.

Question: How was the timetable for this programme decided on? Our capacity over the summer is limited and the application window is too short.

Answer: We have tried to keep the application process as light touch as is possible for public funds, and ensured the deadline runs to the end of September to accommodate different UK summer holiday periods.

The timeline ensures that awards can be made and the cohort can commence this financial year.