Strategy engagement findings: online surveys and stakeholder feedback

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1) Executive summary

On 28 July the National Lottery Heritage Fund ('Heritage Fund') launched a process to invite input into the development of our new 10-year strategy. Over August and September we undertook the following:

1. Research with the public and stakeholders lead by research agency, Britain Thinks via:

   a. a representative survey of over 2,000 members of the UK public

   b. structured online workshops and discussion groups

   c. five workshops with stakeholders from every nation of the UK

2. 33 one to one interviews with senior staff from the organisations we work with most closely.

3. Research into key topics such as sustainability and resilience with members of our research panel, 'UK Heritage Pulse'.

4. An open web survey for heritage organisations to provide their feedback on proposals for the new strategy.

5. An open web survey for members of the public to provide their feedback on proposals for the new strategy.

This report summarises the findings from the open web surveys.

We received 643 submissions from heritage organisations within the sector and 1,379 from members of the public. A full list of questions can be found at Annex A and Annex B.

Questions fell into themes that covered both our strategic priorities and our ways of working.

We asked all respondents about our proposal for six new objectives:

- ensure a better future for the UK's heritage

- ensure heritage is a source of inspiration and enrichment

- ensure heritage is for everyone

- ensure heritage is valued, resilient and sustainable

- ensure heritage enables people and places to thrive

- ensure local economies are strengthened through heritage

There was broad support across both surveys for our objectives, but also strong feeling that:

- the climate and nature crisis and environmental sustainability were missing

- 'heritage for everyone' was not as strong as our current position for heritage to be inclusive

- the objectives needed to be more assertive, clearer and we should simplify objectives that overlapped

We considered this feedback alongside all of the evidence from our engagement process and views about our priorities and ways of working. Four themes emerged strongly from our engagement process and they subsequently played a leading role the design of our new strategy. These were:

1. **Conserving, protecting and saving heritage**, ensuring it is relevant and adaptable for current and future generations.

2. **Responding to the climate and nature crises** and championing environmental sustainability across all types of heritage. Helping heritage adapt to and mitigate the impacts of the crises and supporting nature's recovery.

3. **Inclusion, diversity and accessibility** across all types of heritage, workforce, leadership and audiences.

4. **Financial resilience** and the need for longer term funding and income diversification.

This report outlines the analysis that the Heritage Fund undertook of the responses to the survey, through both quantitative and qualitative research and how we identified the four key themes. We commissioned Renaisi, a social enterprise that carries out research and evaluation, to read and code all of the free text comments we received in both the public and sector surveys. Meanwhile staff in the Research and Data team at the Heritage Fund conducted statistical analysis on the structured questions.

Section 2 of this report outlines the profile of the responses we received and our approach to the analysis. Section 3 provides the key themes for every question we asked, in turn. Section 4 summarises how the analysis was brought together into the key themes and principles.

This research report should be read alongside the Heritage Fund's new 10-year strategy and the detailed analysis of the work undertaken by Britain Thinks, which are both available via our website.

2) About the research

On 28 July 2022 we launched two surveys, one for members of the public and another for heritage sector workers and volunteers as part our strategy engagement process. The surveys gave people the opportunity to share their ideas about the future of heritage, which we reflected on as we shaped the direction of our new strategy. We specifically wanted to elicit views to help shape our thinking on the difference we can make for the UK's heritage. Both surveys ran until 5 September 2022.

2.1 Overall profile of the sample:

At the point of closure we had received 1,379 responses to the public survey, 67% of all respondents. There were 643 responses to the sector survey, leading to a total survey return of 2,022.

The tables below show the profile of the sample by geography, area of heritage interest and size of organisation for the sector respondents.

Figure 1.1: primary location of sector respondents

Heritage Fund Area	Public	Sector
Scotland	52 (4%)	32 (5%)
Wales	86 (6%)	43 (7%)
Northern Ireland	21 (1.53%)	11 (1.7%)
England: North	268 (20%)	142 (22%)
England: Midlands & East	386 (28%)	195 (30%)
England: London & South	530 (39%)	217 (34%)
Outside of the UK	27 (1.97%)	2 (0.31%)
None of the above	9 (0.65%)	1 (0.16%)
Total	1,379	643

Figure 1.2: heritage type – relating to the type of heritage supported or managed by sector respondents and the main area of heritage interest for members of the public.

Primary Heritage Type	Public	Sector
Community Heritage	75 (5%)	68 (11%)
Historic Buildings and Monuments	597 (44%)	253 (41%)
Industrial, Maritime and Transport	114 (8%)	30 (5%)
Cultures and Memories (intangible heritage)	18 (1.31%)	20 (3%)
Landscapes and Nature	512 (37%)	134 (22%)

Primary Heritage Type	Public	Sector
Collections (museums, libraries and archives)	41 (2.99%)	84 (14%)
Sector Support (supply chain, advocacy, training)	5 (0.36%)	23 (3.7%)
None of the above	8 (0.58%)	9 (1.45%)

Figure 1.3: size of organisation for sector respondents

Size	Sector
Sole Trader	83 (13%)
2 to 9	186 (29%)
10 to 49	99 (15%)
50 to 249	102 (16%)
250+	70 (11%)
Don't Know	65 (10%)
Not answered	38 (6%)
Total	**643**

We asked survey respondents where they were located (including outside the UK), their primary heritage type and the size of organisation sector respondents belonged to. Responses for geographic area and sector type are broken down in figure 1.1 and 1.2 by whether the response came from the public survey or the sector survey. We noted that responses from the Historic Buildings and Monuments sector included a strong response from Places of Worship. Figure 1.3 details responses from the sector survey only and covers organisational size. The majority of respondents provided answers to these questions, as can be seen in the breakdown of responses.

We also sought the views of stakeholders we work with closely through interviews and written responses. The list of those who responded is at Annex C at the end of this document. This feedback covered a number of themes and came from organisations from all four nations and a range of heritage. Staff analysed these responses and discussed them together with the survey responses and the Britain Thinks research at an internal workshop to draw out the main themes. The synthesis of all responses and insight informed the subsequent strategy development phase.

2.2   Approach to coding and analysis

We commissioned Renaisi to help support coding and analysing the qualitative answer to both surveys to identify key themes from respondents' answers. Responses were coded, with a separate tab for each question, and answers were grouped in themes. This allowed the responses to be grouped for analysis. This systematic analysis of responses ensured a representative insight from the findings.

The initial framework was developed from a review of a sample of responses by the Heritage Fund, based on insights from our work and knowledge of the heritage sector. This was shared with Renaisi who used it as the basis to develop the full coding framework to analyse the qualitative data from both the public and sector survey responses.

Data was extracted for Renaisi from both surveys at the point they closed on 5 September 2022. A small number of responses were received after the deadline and reviewed by Heritage Fund staff and included in the workshops to analyse the findings.

The following section outlines the responses to the survey questions that we received and provides the analysis by Renaisi of the free text responses. Where possible, these are summarised into key themes.

Five questions also contained a structured element – meaning they presented the respondent with options to choose from – and in these cases the breakdown of the findings has been prepared by the Research and Data Team.

The analysis of the findings is structured according to the sections in the sector survey:

1. UK heritage and Heritage Fund support
2. objectives and outcomes
3. priorities and approaches to funding
4. partnerships and environmental sustainability

Please note that the shorter public survey only asked questions relating to:

a. the top 2- 3 changes to heritage over the next 10 years
b. the role of the Heritage Fund for changes
c. our existing priorities as set our Strategic Funding Framework 2019-2024
d. What, if anything, is missing from our objectives?
e. What can we do to strengthen our current approach to environmental sustainability?

3) UK heritage and Heritage Fund support

This section of the survey asked respondents about how they see the future for heritage, how they would like it to change and the role of the Heritage Fund in supporting the sector. Finally, we also asked respondents what they thought of our current priorities for heritage and the approach we have been working to in our Strategic Funding Framework 2019-2024.

3.1 The future for heritage

What are the top two or three changes to heritage you would want to see in 10 years' time?

This question was asked of the public, sector and stakeholders.

Over half of responses referred to climate change, religious buildings and industrial heritage:

Key theme 1: Climate change and preserving the natural environment

Approximately one-third of respondents felt that climate change should be a top priority. Areas they felt were important included: protecting/restoring natural heritage through rewilding areas, protecting ancient trees and woodlands, increasing biodiversity and protecting wildlife and creating or protecting green spaces in communities.

Respondents also suggested making heritage buildings more environmentally friendly and reducing carbon footprints. There were also calls to make people more aware of the effects of climate change and become more environmentally friendly. Some respondents wanted to see more of a link between natural and cultural heritage.

Overall, climate change was seen as a fundamental challenge for all types of heritage.

"I want to see a greater integration of our environment with heritage issues such as historic building, industrial and intangibles" Public respondent

"A more joined up approach with the natural environment is needed when assessing and developing actions to address the vulnerability of our cultural heritage to future climate change." Sector respondent

Key theme 2: Saving churches or religious buildings

This was a prominent theme. Some respondents called for the creation or reinstatement of a dedicated fund for churches and religious buildings. Many felt small churches in rural areas needed help especially. A few mentioned the desire for redundant churches to be funded to help restore and preserve them.

Key theme 3: Preserving industrial/transport heritage

There was a particular focus on preserving trains, with people calling for funding to build new locomotives to replace trains that have all been destroyed.

What would you most like to change in relation to heritage in the next three to five years?

This question was asked of sector representatives.

Responses focused on conservation and restoration, and diversity and inclusion. Some also felt that funding should be made more accessible.

Key theme 1: Conservation and restoration

Generally there was a desire to see more awareness of the importance of preserving natural and built heritage, with greater financial commitment and core funding to facilitate saving heritage. Responses emphasised the need for more funding for the general maintenance and upkeep of buildings, with a desire to see a more committed and long-term solution to the challenge of maintenance funding. There was particular concern over funding for churches and their maintenance, with a significant number of respondents calling for a dedicated grants for places of worship. Respondents also suggested they would like to see more community engagement and ownership in protecting heritage.

Key theme 2: More focus on diversity and inclusion

Respondents wanted to see a greater diversity of people engaging with heritage, with a desire to challenge stereotypes around who heritage is for. Engaging marginalised communities and those who have typically been excluded from heritage was seen as particularly pressing. Respondents identified a need for heritage to provide spaces for more marginalised groups to tell their stories and increasing co-production.

There was a desire to increase the physical accessibility of heritage through improving buildings and increasing digitisation. Respondents also emphasised the need to encourage more people into employment in the heritage sector, with more accessible careers pathways, especially for young people.

"*Heritage needs to be seen as being relevant to all. Somehow the word alone, feels elitist and often off-putting.*" Sector respondent

Key theme 3: Accessible funding

Many wanted to see simpler funding application processes, along with more support for those applying for funding, particularly for volunteers who often do not have the capacity or skills to write funding applications. There was also a desire for more support and funding for pre-application processes for example scoping and investigation.

3.2 The role of the Heritage Fund and views on our existing priorities

How can the Heritage Fund play a role in those changes?

This question was asked was of the public and sector representatives.

Responses about changing the types of project activity or heritage funding focused on themes of climate change, built and industrial heritage seen in the previous question. Some felt that the Heritage Fund could play a role in change by making its application process more accessible.

Key theme 1: Funding different types of project activity or heritage

A very high proportion of respondents wanted to see more funding to nature heritage, conservation and projects to protect nature. This included rewilding, biodiversity projects, protecting and restoring green spaces and landscapes, coastlines and the marine environment.

A high proportion would also like an emphasis on repairs and restoration of historic buildings, particularly churches or other places of worship, and at risk and listed buildings. Projects repurposing churches and making them energy efficient also featured in responses. A large amount of people also wanted more projects to build new steam locomotives.

In general many wanted projects including community participation, skills creation and projects led by volunteers. Many also wanted more inclusive projects.

Some wanted to see a focus on collections and preserving existing heritage over running activities or creating new things, but others said the exact opposite.

Key theme 2: Making the application process more accessible

In general, many respondents wanted an emphasis on funding smaller, community-level, volunteer-led organisations. They also wanted to see funding for projects with community participation, skills creation projects and volunteer-led projects.

A large number of answers wanted the application process to be made much easier, less bureaucratic and tick-box centred, with a faster decision-making process for these smaller organisations. It was felt the Heritage Fund could be more flexible and approachable. The Heritage Fund could work with organisations to tell them if they will be successful before they spend a lot of time on the application form, provide information about why they were unsuccessful and advice going forward.

Beyond funding, what other support can the Heritage Fund provide that would achieve those changes?

This question was asked of sector representatives.

This question also mentioned some examples for respondents, such as: consultant support and sharing best practice across organisations, cohort learning and/or building partnerships with other funders.

Approximately one-third of responses focused on partnerships, networking and mentoring, while roughly the same proportion of responses called for training and guidance from the Heritage Fund.

Key theme 1: Partnerships, networking and mentoring

Respondents felt that the Heritage Fund could broker and encourage networks and peer learning. It was suggested that the Heritage Fund should play a role in convening networking and partnerships within the heritage sector. This included facilitating events such as conferences, forums, workshops , as well as cohort learning opportunities.

Respondents felt that partnerships could be brought together on a range of themes, including:

- geography: locally and regionally. internationally

- organisation size: between small organisations, between different sized organisations
- topics: around key issues such equality, diversity and inclusion, or sustainability, around specific heritage themes, issues and specialisms
- similarities: between similar organisations, between those who have received the same grants
- differences: with other sectors outside of heritage, with the private sector
- for funding

Some respondents felt there were opportunities for the Heritage Fund to partner with other funders to streamline funding and application processes. Areas highlighted were to join-up or align funding; produce training, events and briefings; coordinate resources; signpost to alternative funding and broker introductions between grantees and other funders.

Key theme 2: Training and guidance

Sharing case studies and best practice was an area people commented on. A large number of respondents emphasised the importance of sharing case studies and evaluations from existing projects, including both best practice and challenges. Respondents suggested that the Heritage Fund could do more to share and promote resources, for example through a newsletter or online database.

Providing more learning events and opportunities was another area that respondents had views on. It was also suggested that the Heritage Fund could convene more learning opportunities through training, webinars, meetings, workshops and networking, as well as supporting staff and volunteers to learn and develop.

There were fewer responses related to topics of support, but the most prominent themes focused on the Heritage Fund **advocating** for heritage.

Approximately one-tenth of responses focused on the following themes:

- **Increasing marketing and communication to promote heritage**. Many felt that the Heritage Fund has an important role to play in increasing awareness of and interest in heritage amongst the general public. In particular, respondents suggested that there should be greater emphasis on the value of heritage and the benefits of engaging with heritage.
- **Facilitating public and community engagement.** Respondents felt that the Heritage Fund could provide support to improve engagement, relating to both audiences andvisitors, and volunteering and participation. There was particular emphasis on the need to engage young people and more diverse demographics.
- **Improving data collection and research.** Many suggested the Heritage Fund could collate more data centrally, in order to gather a sector-wide picture of impact. This could be used to advocate for the importance of heritage amongst government and the public. Other respondents highlighted the need for more research on key and emerging issues in the sector for example equality, diversity and inclusion.

Tell us what you think about our existing priorities for heritage (landscape and nature, community heritage and heritage at risk) and our current funding approach as set out in our Strategic Funding Framework 2019-2024?

This question was asked was asked of the public and sector representatives.

Approximately one-third of responses supported keeping the priorities as they were stated, although some recommended a shift towards the environment, built heritage and support for specific, diverse and vulnerable groups in society.

Key theme 1: General agreement

Most agreed that the priorities in general looked good or resonated with them. Many specifically noted that they appreciated the focus on the environment and natural heritage and heritage at risk. A few responses in this category (mostly from sector professionals) were positive about the priorities and supported them but did question how they work in practice.

Key theme 2: Shifts in emphasis

Roughly one-seventh of respondents expressed support for the priorities - but with some shifts in emphasis. This included more emphasis on natural heritage/climate change, built heritage (including those outside of the "at-risk" category and places of worship), or community and local assets.

Approximately the same proportion called for specific groups in society or specific heritage to be prioritised. Many felt there should be a strong prioritisation of churches and their preservation specifically, while others noted that they felt there should be even more focus on the environment and climate change. Those that mentioned that the Heritage Fund should prioritise specific groups generally spoke of the need for more diverse and vulnerable groups to be given priority.

4) Objectives and outcomes

This section of the survey focused on our proposed objectives for the new strategy. The question was asked in two parts – respondents were asked the extent to which they agreed with each of the new objectives and then whether they felt anything was missing from them.

4.1 Level of agreement with the objectives

As table 3.1 shows, the level of agreement across all the objectives was consistently high from both sector respondents and the general public. This headline finding masked the feedback we found from the qualitative feedback where respondents told us that in many places the wording was too general or unclear. For example, some specifically mentioned that the new objective's use of the word 'sustainability' was too vague, as in terms of heritage this could mean preservation or the environment.

In our current Strategic Funding Framework, we have six objectives and nine outcomes. Do you broadly agree with the changes to objectives?

This question was asked of the public and sector representatives.

Objective	Sector survey	Public survey
Ensure a better future for the UK's heritage	90%	93%
Ensure heritage is a source of inspiration and enrichment	94%	97%
Ensure heritage is for everyone	93%	93%
Ensure heritage is valued, resilient and sustainable	85%	79%
Ensure heritage enables people and places to thrive	89%	90%
Ensure local economies are strengthened through heritage	85%	88%

* Strength of agreement defined as the proportion of respondents who agreed or strongly agreed with the objective.

4.2 Qualitative feedback on the objectives

What do you think is missing from these objectives? Please explain your answer.

Approximately one-seventh of responses referred to communities and/or how heritage and communities mutually benefit each other. A similar proportion felt that climate change was missing from the objectives.

Key theme 1: The objectives are too vague and general

Almost one-fifth of responses in this category felt the objectives were vague. Many of the respondents said they were "hard to disagree with" but only because of being "woolly" and easily interpreted in various ways, highlighting what they perceived as ambiguity. Some also noted that there should be a specific definition of 'heritage'.

Others said that while the objectives were "admirable", they didn't understand how they would be achieved, and felt there should either be more specifics or further definitions within the objectives.

"They all sound sensible, but it is easy to think of situations where they might be misapplied or where they could be used to justify all sorts of different things." Sector respondent.

"It's hard to agree or disagree with such vague 'motherhood and apple-pie' type aims. They sound so terribly worthy, but it is what happens on the ground which really matters. Why not just settle for a simple mission statement. This scatter gun approach does your organization no favours." Public respondent.

Key theme 2: An emphasis on communities

Respondents felt very strongly that people and communities were the most important aspect for heritage to focus on. Many noted the benefit heritage brings to communities in terms of empowerment, economy, tourism and culture. Keeping local voices involved was also highlighted by respondents. They emphasised that heritage needed to support local communities and ensure that local people were involved in decisions and upkeep of heritage.

"All six objectives need to be considered through the lens of place and local context and involving local people - who might not otherwise think heritage is for them. I sense the above still considers heritage to be something that a minority of people and organisations are part of. Really need to blow that away so that anybody or any organisation can get involved in their heritage and I think taking a place-based community development approach will help to make it a reality." Sector respondent

Key theme 3: Climate change as a missing priority

The majority of respondents felt the objectives should be more explicit in referencing climate change and heritage's role in supporting environmental sustainability. Wildlife and biodiversity was another area that was often mentioned. Investment and funding towards natural heritage, and making man-made heritage more sustainable were popular suggestions.

This included measures to protect and restore natural heritage by:

- rewilding areas
- protecting ancient trees and woodlands
- increasing biodiversity and protecting wildlife
- creating/protecting green spaces in communities

"I want to see a halt to biodiversity loss, and action taken to limit climate change. The health of the natural world is fundamental to the survival of all species, including humans." Public respondent.

Some felt this was a vague objective. Some specifically mentioned that the new objective's use of the word 'sustainability' was too vague, as in terms of heritage this could mean preservation or the environment.

Key theme 4: considering the wider benefits of heritage, education and learning

Finally, around one in eight respondents mentioned that they felt economic benefits should not be a core objective. While many respondents argued in favour of heritage generally having a positive impact on the local authority, the majority argued that it was unfair to merit heritage on its economic value. They felt that heritage's value was inherent in facets other than the economy, and that it shouldn't cost money. Some noted the difficulty in accurately measuring the economic benefit of heritage, and felt making this a primary objective would make applying for funding too difficult for many heritage sights.

A similar number felt there was a lack of emphasis on the learning aspect of heritage. Some felt there should be an emphasis on encouraging young people to care about heritage - both within their school curriculum, and in the community. Many made the point that history enables us to learn about the past (including mistakes) in order to shape the future.

Summary of the feedback on objectives

When considering the quantitative findings, the strength of agreement with the objectives was very high from both the sector and public responses. No single objective scored less than 79% agreement.

The qualitative analysis of the feedback paints a different picture, however, when we consider that roughly one in seven respondents thought the wording too vague to be useful in practice. This figure rises to around one in six for the sector responses. This comment often related to the objectives as a set and this may help to explain why the agreement scores when considering the statements individually was so high, while the comments strongly suggested that changes were needed. The strength of feedback about the areas that were missing also suggested that the set as a whole needed re-considering.

Section 7.1 discusses how the feedback from different sources was used to re-consider the objectives and determine new investment principles.

5) Priorities and approaches to funding

This section of the survey was only asked of sector respondents and not of the general public. It asked in greater detail about:

- our new approach to place

- our approach to targeted funding

- the balance between funding new projects and supporting existing ones

5.1 Our approach to place

Respondents were informed that we expect to be doing more to prioritise and invest in places that have a greater need, opportunity and/or potential for heritage.

What information should help us shape the emphasis that we put onto places?

Respondents were asked to select the three factors that are most important to them from the following:

- heritage needs
- social and economic needs
- opportunities for the Heritage Fund to align with other funders and partners
- the potential of heritage in an area
- readiness of a place for partnership and investment (for example: existing delivery networks, stakeholders)
- low levels of engagement with heritage, especially among under-served groups
- other (please state)

The graph below shows the level of agreement with each of these factors.

Figure 4.1: Strength of agreement when asked what information should help us shape the emphasis we put onto places.
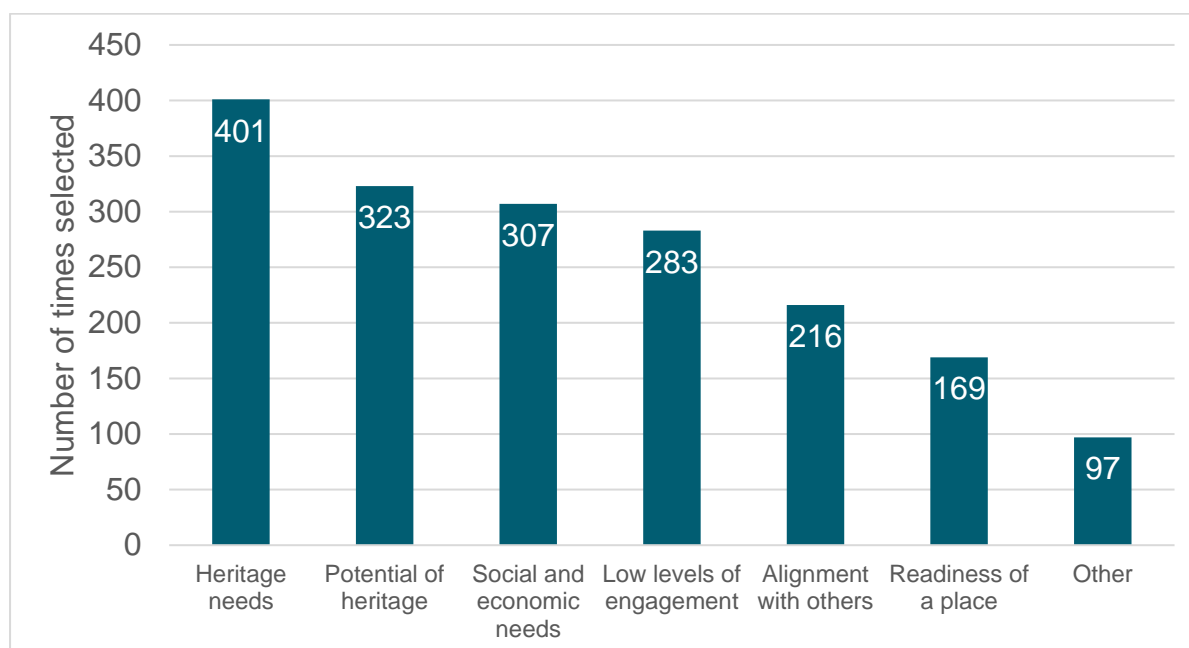
Heritage needs and the potential of heritage were the two most cited factors, closely followed by social and economic needs.

If 'other', which factors do you think we should consider?

Fewer than one-sixth of potential respondents gave an answer to this question.

There were few total answers for this question (97) compared to other questions. This is unsurprising considering that the qualitative answers for this question were 'other' answers in a multiple-choice question, indicating that the options adequately reflected the thinking of respondents.

Of those answers, there were no particularly dominant themes, although the answers could be broadly grouped in the following categories:

- environment/nature
- maintenance of heritage sites/assets
- places of worship
- non-grant funding support
- accessibility of heritage sites/assets
- accessing funding
- assessing needs of heritage organisations

5.2 Approaches to funding – larger grants, dedicated funding and project support

This section of the survey asked sector respondents about our approach to grants via a series of yes/no questions, before allowing respondents to provide broader comments on the types of projects they feel need dedicated support.

Do you agree we should invest at a larger scale (over £5m) where our investment will have greatest impact.

Agreement for this statement, as worded, was mixed. Around half of respondents felt that we should make this change, while the remainder either disagreed or didn't know for sure. This was also an area of the feedback where there were noticeable differences by heritage area, with far stronger agreement in the land and nature sector (66%) than for other types of heritage, such as historic buildings and monuments, where the figure falls to just 34% agreement.

Figure 4.2: Participants' response when asked if we should invest at a larger scale in projects over £5m in value.
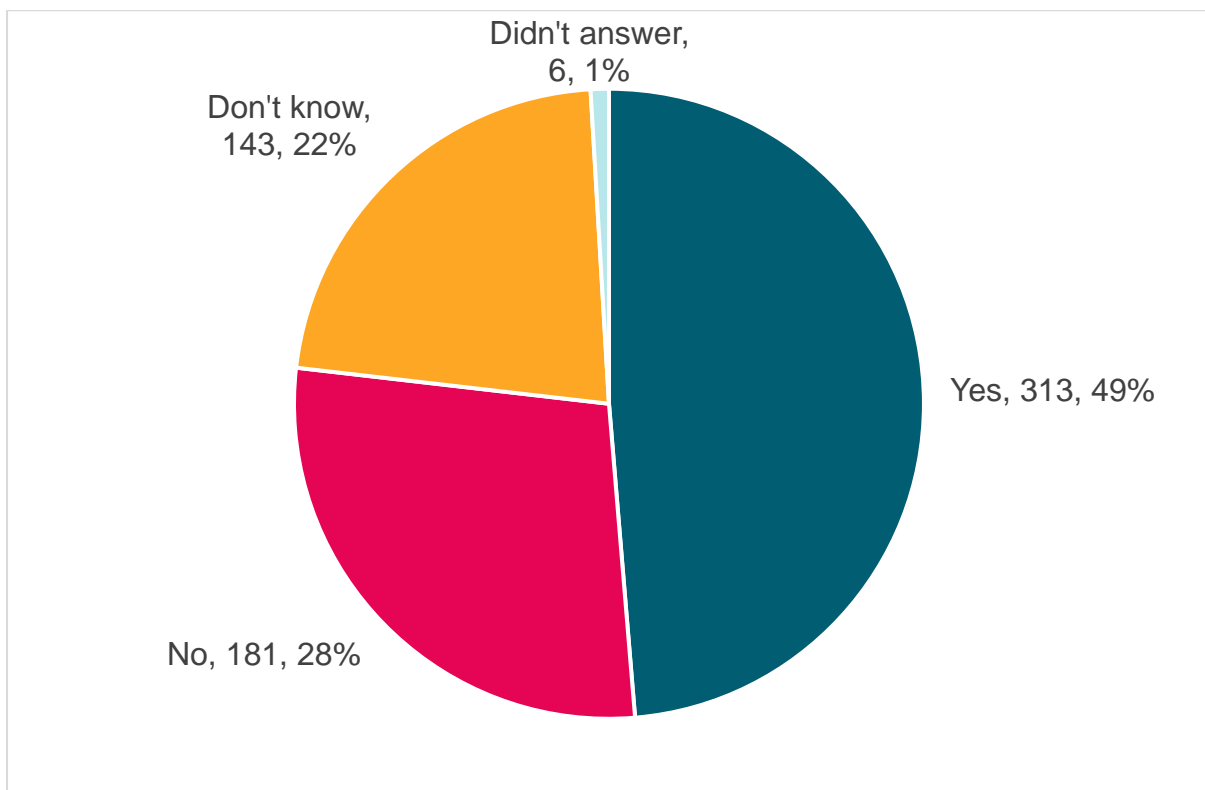
Do you agree we should direct more of our funding to specific issues or types of project in line with strategic need?

Agreement with this statement was strong, with two-thirds of respondents answering that we should direct more of our funding to specific issues. We also received a strong response when we asked which issues warranted or needed dedicated.

Figure 4.3: Participants' response when asked if we should direct more funding to specific issues or type of project.
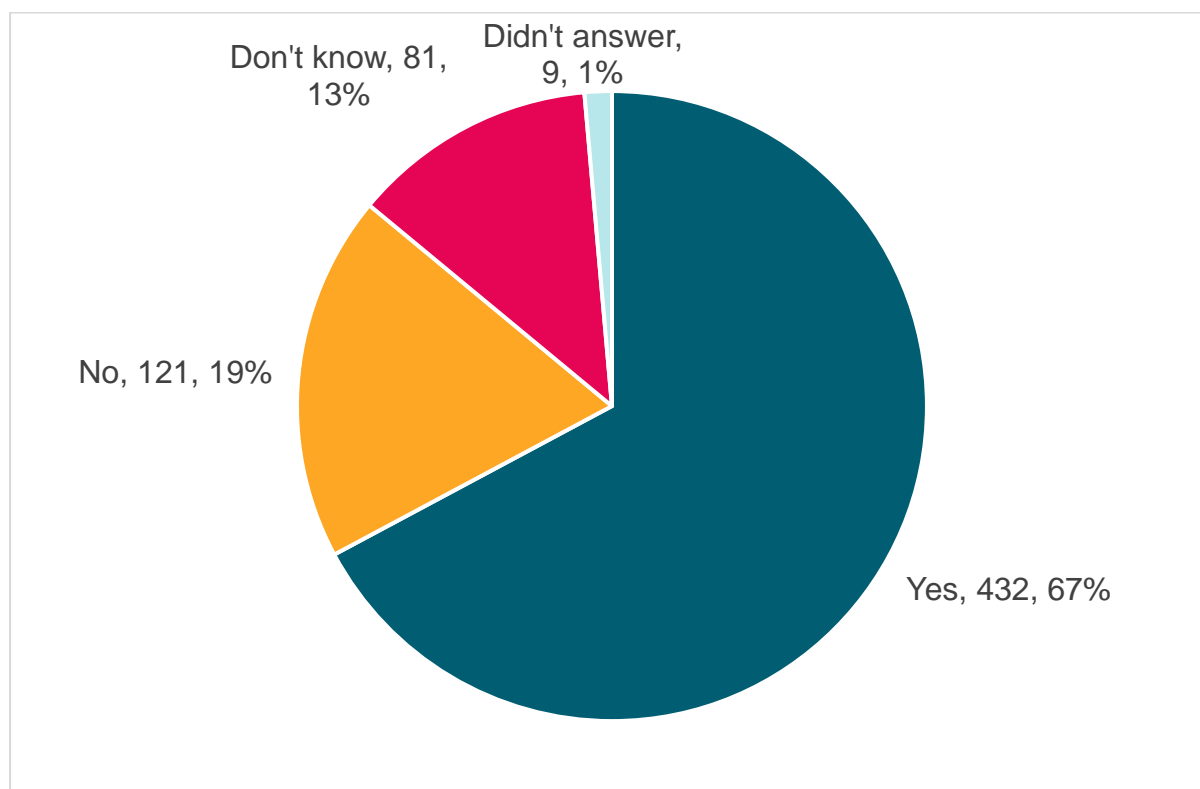
What issues or type of projects, if any do you see as needing dedicated or targeted funding?

Over two-thirds of responses referred to protecting either built heritage or the environment. One-sixth called for support for community participation and smaller scale projects.

Key theme 1: Built heritage

There were calls to save built heritage, notably churches and listed buildings including the upkeep and repair so assets do not deteriorate to the extent that it cannot be saved. Some called for the reinstatement of a dedicated fund for churches and places of worship and access to small amounts of funding for specific repairs. Many felt rural churches with small congregations and privately-owned historic homes were the most overlooked.

Key theme 2: Climate change

One-fifth of all responses addressed climate change as a priority.

Many felt preserving natural heritage was important - including wildlife and biodiversity, and projects that mitigate the impacts of climate change. Making heritage buildings more environmentally sustainable through green infrastructures was suggested. Another was a desire for landscape scale restoration and green spaces to improve access to heritage for underserved communities.

Respondents also articulated making funding more accessible to a wider variety of projects, by:

- dedicating more funding to small-scale projects with high community impact
- providing more support to heritage organisations to help them maintain a diverse and skilled workforce
- moving away from targeted funding towards core funding for heritage organisations
- focussing on community-led developments and aiming to provide greater access to heritage for different communities
- funding more partnerships

Thinking about what would most benefit the heritage you support, what balance should we strike between investing in existing funded projects and supporting new projects over the next three years?

Figure 4.4: Participants' response when asked about the balance between support for existing and new projects.
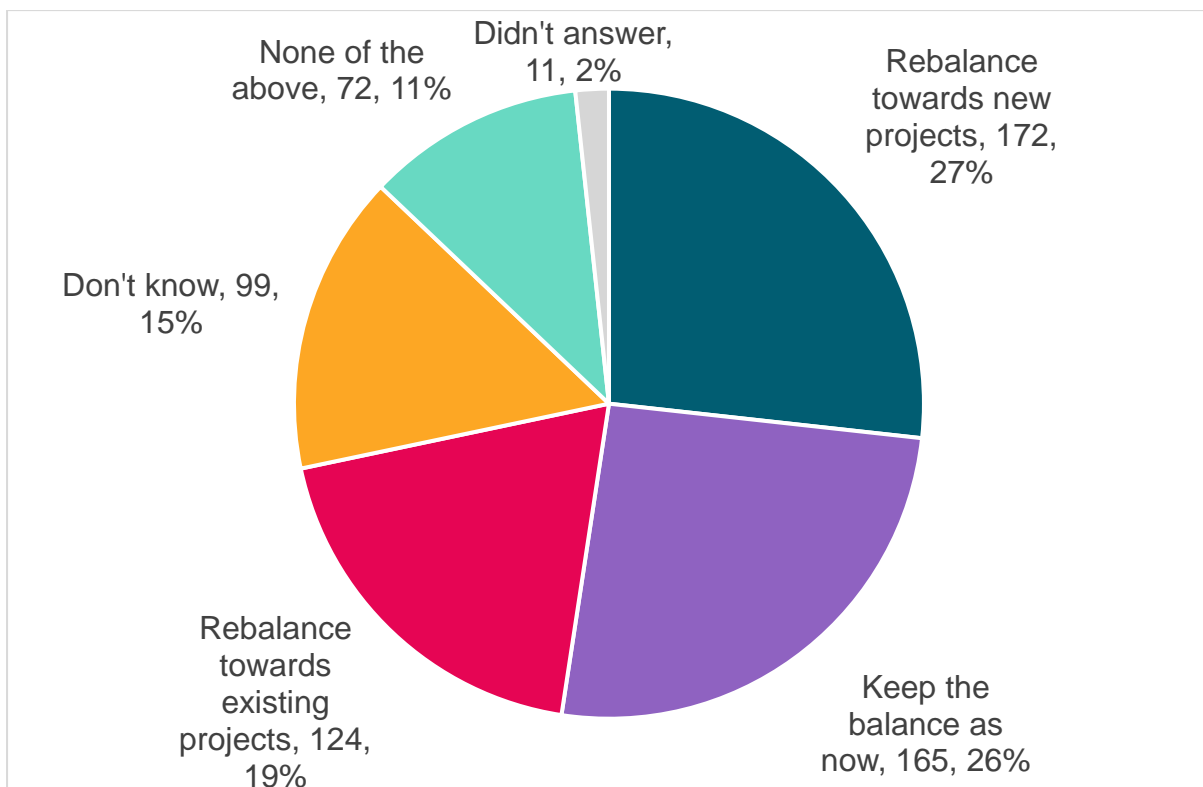
Those that wanted to see funding for existing projects felt that heritage is currently particularly vulnerable. A broad range of reasons were given, including the present cost of living crisis, rising inflation, war in Ukraine and lingering vulnerability from the Covid-19 pandemic.

Among this group, it was felt that the Heritage Fund should prioritise maintaining existing assets during this period of instability, rather than looking to fund new projects.

Those calling for new projects to be funded agreed that this is a particularly challenging time for heritage, but felt that the Heritage Fund could help meet these demands by taking new and innovative approaches. There was also a feeling among this group that it was unfair to prioritise existing projects who had already received some funding at the cost of those projects who were yet to benefit from support from the Heritage Fund.

Some highlighted the importance of funding both new and existing projects. While it was felt that the vulnerability of existing heritage assets needed to be addressed by the Heritage Fund, some support must be allocated to protect the benefits of supporting new initiatives, such as innovative thinking and maintaining different forms of heritage.

Approximately half of the responses calling for this balance also stated that being 'new' or 'existing' was not the most important criteria, and that the Heritage Funding should instead be allocated on a case-by-case basis to those organisations or assets most in need.

6) Partnerships and environmental sustainability

The final section of our surveys asked everyone about environmental sustainability, and sector representatives about our role in forming partnerships.

6.1 Partnerships

How do you think the Heritage Fund will need to change how we work to shift from grant giver to partner?

This question was asked was asked of sector representatives.

One-quarter of responses called for the Heritage Fund to support more collaboration between funders and grantees, with roughly the same proportion wanting more joined-up working and/or alignment of objectives and plans across funders.

Key theme 1: Collaboration between funders and grantees

Respondents wanted the Heritage Fund to go beyond providing funding towards providing more knowledge, advice, consultancy, technical support, training and general grantee capacity building. Many wanted the Heritage Fund to provide more support to organisations with applications and receiving funding.

Supporting collaboration in grantees was also highlighted. Many answers wanted the Heritage Fund to facilitate the setting up of forums to link partners and organisations together to share experiences, enable mutual learning and facilitate project peer mentoring.

Networking with funders was identified as something to pursue. Some answers also wanted the Heritage Fund to do more consultation and networking with heritage specialists, organisations/government bodies/funders and with grantees themselves, to build organisational and staff heritage knowledge, and be able to share this more widely.

Key theme 2: More joined-up working and/or alignment of objectives and plans

Many respondents wanted the Heritage Fund to use partnerships to enable a more joined-up approach to heritage, for example coordinating funding with other funders, creating aligned application and reporting procedures. They felt working in this way would avoid duplication and create greater impact and value for money.

There was some disagreement about what a more joined-up approach would look like in practice. Some respondents thought the Heritage Fund should use partnerships to drive the agenda, for example to make projects be more sustainable, increase equality and diversity, aligning grantee objectives with these things. Others thought the opposite – that the Heritage Fund should bring organisations with competing priorities together, and focus on co-produced decision-making, being more open to compromising on objectives rather than driving these.

What organisations, or types of organisation, would you like to see us work in partnership with?

This question was asked of sector representatives.

Key theme 1: Government or public bodies and local government

Approximately a quarter of respondents wanted to see the Heritage Fund partnering with government or public bodies and local government, and other heritage,voluntary, community, grassroots or local organisations.

Half of these responses mentioned the need to partner with local authorities, with references to parish and district councils, the Local Government Association, and Greater London Association as well.

Half of responses also discussed the need to partner with government or public bodies. Some mentioned partnering with regional governments and bodies, particularly the Welsh government, while others mentioned ministerial departments such as DEFRA, DWP, Cabinet Office, and the Treasury.

Many advised partnering with non-ministerial departments such as the National Archives, and public bodies such as Historic England, Arts Council England, British Council, Environment Agency, and Visit Britain.

Key theme 2: Other heritage organisations

Some wanted to see partnerships with different heritage sectors, such as archaeology, natural heritage, built heritage, art/cultural heritage, architecture, libraries, transport, archives, and maritime. Specific heritage organisations identified frequently were National Trust, Historic England, English Heritage, SPAB, Maritime Heritage Trust and Arts Council.

Key theme 3: Voluntary, community, grassroots and local organisations

Some mentioned specifically partnering with voluntary, community, faith, social enterprise sector organisations, civic societies, local museums, local history groups, and local archives.

Some mentioned the need to partner with organisations working with or led by under-represented communities, such as diverse ethnic communities, young people, disabled people, homeless people, and the LGBTQ+ community.

6.2   Environmental sustainability

Sustainability was covered through one overarching question which was asked of both sector representatives and the public.

Please tell us your views on how we can strengthen our current approach to environmental sustainability. What are the most important things we can do to support projects to reduce their carbon footprint?

One-sixth of respondents called for guidance, training and tools to help them become more sustainable, while one-eighth called for dedicated funds that focussed on environmental sustainability.

Key theme 1: Guidance, training and tools

Many answers requested general information and training about how environmental sustainability could be achieved and asked for case studies demonstrating best practice.

Respondents wanted to understand the Heritage Fund's expectations around environmental sustainability. They wanted this information to be set out clearly with

examples about what they can do as applicants, so that education does not restrict who can get funding. Some responses indicated specific heritage areas that were looking for better guidance or advice.

Key theme 2: Specific funding

Many suggestions focused on creating specific funding to encourage and enable environmental sustainability. Some felt that extra funding could be offered on top of current funding streams, and made conditional on projects implementing set environmental sustainability measures. Others suggested that the Heritage Fund should ensure that they provide specific funding for projects that are specifically aiming to improve the environment.

Key theme 3: specific proposals

Some responses were industry-specific. Examples of this included new, more energy efficient boilers for churches or research into less damaging fuel for heritage trains. Approximately one-fifth of responses referred to renewable energy, transport and renovating buildings.

Making public transport more accessible was highlighted. These responses suggested influencing the government to improve public transport provisions.

A large proportion of the responses called for churches to be renovated. Many felt churches faced difficulties meeting environmental sustainability targets, especially if they are Grade 1 listed buildings with restrictions on their renovations.

Some responses discussed the ways in which buildings are built. Some offered examples for how buildings could be made more sustainable.

Many of these encouraged the Heritage Fund to support the transition to renewable energy, with some more specific responses focusing on electric vehicles.

Other responses focused on heating. Suggestions included ensuring that buildings are energy efficient and installing solar panels to heat them.

7) Analysis and conclusions

The breadth of stakeholder and public engagement over the summer allowed the Heritage Fund to develop a strong picture of the sector's views on our new strategy. We undertook analysis of the responses as they arrived, by tracking the quantitative measures of agreement in real time within the Heritage Fund and through the processing of free text responses by Renaisi. We also considered the coverage of the responses, however, and identified the key gaps. These included:

- a lower response from heritage organisations based primarily in Scotland
- a similarly low response from members of the public in Scotland
- a small proportion of responses from organisations that primarily support industrial, maritime and transport, cultural and community heritage, relative to the levels of funding we would normally provide to these groups

These limitations should be considered when reviewing the findings presented in this report. During the analysis these gaps were mitigated by synthesising the evidence from the engagement surveys with the findings from the Britain Thinks research. This was a vital step because the Britain Thinks research was based on representative and balanced samples for both the public and the heritage sector, whereas the website surveys were 'opt-in' via a self-selecting sample.

This synthesis of the findings took place during the autumn 2022. A team of staff worked to identify the themes which had widespread support from participants. Initially this focused on the responses to the question of how participants saw the future for heritage in the next 5-10 years (see Section 3).

The most frequently mentioned themes across all insights were:

1. Conserving, protecting, and saving heritage noting future generations benefit from heritage, and it has to adapt to stay relevant.
2. Climate, biodiversity, nature emergencies and environmental sustainability across all heritage. This includes the impacts of climate change on heritage, heritage adapting to be environmentally sustainable and heritage playing a role in addressing these challenges.
3. Inclusion, diversity, and accessibility across workforce, leadership, and audiences.
4. Financial resilience including longer term funding and diversifying income.

One sector respondent commented that:

"In 10 years' time, I would hope that heritage is an ever-present part of the lives of everyone in the country, and that heritage is intrinsically linked to many of the things that matter most to people in their lives, including their sense of place, the building of strong communities, health and wellbeing, the creation of employment and the development of new skills, contributing to a sustainable and diverse environment, and supporting life chances for young people." Sector respondent

At this stage the Heritage Fund also considered the strong feedback that we received on our draft objectives (see Section 4), specifically:

a. Climate, biodiversity, and nature emergencies/environmental sustainability across all heritage were missing – this needed to be explicit, bold, and ambitious.

b. The objective 'Heritage is for everyone' was perceived as going backwards from our current position for heritage to be 'inclusive'.
c. We needed to make the objectives more active and assertive and clarify our language.

7.1   Role of engagement insight in the development of the strategy

Rapid analysis into the key questions from the surveys – those relating to the future for heritage and the draft objectives - were an integral part of the Heritage Fund's Board of Trustees discussion on strategy at their meeting on 29 September 2022. The Board recognised the challenges facing the sector which had been raised through the engagement process and supported the themes which had been identified through a synthesis of the evidence. The feedback on the objectives was also noted, specifically considering the concerns of the sector that they were too high level and difficult to evidence which were raised via the Britain Thinks research (see page 64 of their report).

The Board agreed therefore to instead adopt four investment principles heavily based on the four key themes from the engagement process.

As the strategy was developed in the following months, these themes remained at the core of our new strategy. The original analysis was supplemented with the feedback on the remaining questions relating to the Heritage Fund's priorities, ways of working and the types of support we offer. The analysis from those areas has informed the commitments in the strategy to how we work and will continue to play a strong role as the Heritage Fund determines our first delivery plan.

Finally, all of the staff involved in this project and the strategy engagement process would like to thank everyone who took the time to respond to our surveys. The volume and depth of feedback we received far exceeded our expectations and it has played a major role in the development of our new strategy.

8) Annex A: Sector Survey

Have your say on the future of UK heritage

Welcome to our online survey to give us your feedback on the Heritage Fund's strategy refresh. We welcome your views on both current and future issues for UK heritage and how we should respond to these through our new 10-year strategy.

This online survey has four short sections:

- about you and your organisation
- UK heritage and Heritage Fund support
- the Heritage Fund's objectives and outcomes
- priorities including place investment, approaches to funding, partnerships and our approach to environmental sustainability

We expect the survey to take around 30 minutes to complete.

Some of the questions refer to our current Strategic Funding Framework 2019-2024.

Before starting the survey, please let us know if you are sharing your own views or responding on behalf of your organisation? [select one]

- My own views
- On behalf of organisation

Where are you / your head office based? [select one]

- Scotland
- Wales
- Northern Ireland
- England: North East
- England: North West
- England: Yorkshire & the Humber
- England: West Midlands
- England: East Midlands
- England: East
- England: South East
- England: South West
- England: London
- outside of the UK

About you and your organisation

This section of the form asks you for information about your organisation so that the Heritage Fund can understand who is responding to the survey.

Already registered with us for UK Heritage Pulse?

UK Heritage Pulse is a collaborative research project which consults with heritage organisations on an ongoing basis. If you already provide regular feedback to us by participating in UK Heritage Pulse, we can use the information we already hold about your organisation. If you would like us to do this, please go straight to the next

section and provide the email address you use for UK Heritage Pulse at the end of the form.

If you are not a member of UK Heritage Pulse, please tell us about you and your organisation.

What is the name of your organisation?

What is your job title / role?

Where do you operate? [select all that apply]

- England
- Scotland
- Wales
- Northern Ireland
- overseas/global

Which one of the following best describes the type of heritage you support or manage? [select one]

- community heritage
- historic buildings and monuments
- industrial, maritime and transport
- cultures and memories (intangible heritage)
- landscapes and nature
- collections (museums, libraries and archives)
- sector support (supply chain, advocacy, training)
- none of the above

Do you support any other types of heritage as well? [select all that apply]

- no
- community heritage
- historic buildings and monuments
- industrial, maritime and transport
- cultures and memories (intangible heritage)
- landscapes and nature
- collections (museums, libraries and archives)
- sector support (supply chain, advocacy, training)

How many employees work for your organisation? [select one]

- sole trader
- 2 to 9
- 10 to 49
- 50 to 249
- 250+
- don't know

UK heritage and Heritage Fund support

9. What are the top 2 or 3 changes to heritage you would want to see in 10 years' time? Please focus on the heritage that you are responsible for.*

10. What would you most like to change in relation to heritage in the next 3-5 years? Please focus on the heritage that you are responsible for.*

11. How can the Heritage Fund play a role in these changes?*

12. Beyond funding, what other support can the Heritage Fund provide that would achieve those changes? Examples include consultant support, sharing best practice across organisations, cohort learning and/or building partnerships with other funders.

13. Tell us what you think about our existing priorities for heritage (landscape and nature, community heritage and heritage at risk) and our current funding approach as set out in our Strategic Funding Framework 2019-2024?

Objectives and outcomes

14. In our current Strategic Funding Framework, we have six objectives and nine outcomes.

We propose to revise the wording of the six objectives to – Ensure:

- a better future for the UK's heritage
- heritage is a source of inspiration and enrichment
- heritage is for everyone
- heritage is valued, resilient and sustainable
- heritage enables people and places to thrive
- local economies are strengthened through heritage

Changes to objectives may lead to subsequent changes in the nine outcomes.

Do you broadly agree with the revises objectives?

A better future for the UK's heritage
[select one]
- strongly agree
- agree
- neither agree nor disagree
- disagree
- strongly disagree

Heritage is a source of inspiration and enrichment
[select one]
- strongly agree
- agree
- neither agree nor disagree
- disagree
- strongly disagree

Heritage is for everyone
[select one]
- strongly agree
- agree
- neither agree nor disagree
- disagree
- strongly disagree

Heritage is valued, resilient and sustainable
[select one]
- strongly agree
- agree
- neither agree nor disagree
- disagree
- strongly disagree

Heritage enables people and places to thrive
[select one]
- strongly agree
- agree
- neither agree nor disagree
- disagree
- strongly disagree

Local economies are strengthened through heritage
[select one]
- strongly agree
- agree
- neither agree nor disagree
- disagree
- strongly disagree

Please explain your answer.

What do you think is missing from these objectives?

Priorities

Place

We expect to be doing more to prioritise and invest in places that have a greater need, opportunity and/or potential for heritage What information should help us shape that emphasis? Select the three that are most important to you. [select 3]

- heritage needs
- social and economic needs
- opportunities for the Heritage Fund to align with other funders and partners
- the potential of heritage in an area
- readiness of a place for partnership and investment (for example: existing delivery networks, stakeholders, etc)
- low levels of engagement with heritage, especially among under-served groups
- other (please state)

Approaches to funding

16. We currently deliver the majority of our funding through our open programmes, National Lotter**y Grants for Heritage. Looking ahead, we are planning to make larger scale investments and direct some funding to issues or types of heritage where there is a strategic need.**

Do you agree we should invest at a larger scale (over £5million) where our investment will have a greater impact?

- yes
- no
- don't know

Do you agree we should direct more of our funding to specific issues or types of projects in line with specific strategic need?

- yes
- no
- don't know

What issues or types of projects, if any, do you see as needing dedicated or targeted funding?

The cost of living crisis and rising inflation are resulting in increased costs for many heritage projects. Thinking about what would most benefit the heritage you support, what balance should we strike between investing in existing funded projects and supporting new projects over the next three years?

- keep the balance as it is currently
- re-balance to increase support for existing projects
- re-balance to increase investment in new projects
- none of the above (please specify below)
- don't know

Please provide any comments you want to add to your response above.

Partnerships

We are looking to delivery our objectives both through our existing investment mechanisms (Lottery funding and Grant in Aid) and, where appropriate, through more partnership work with other organisations.

How do you think the Heritage Fund will need to change about how we work to shift from grant giver to partner?

What organisations, or types of organisation, would you like to see us work in partnership with?

Environmental sustainability

19. Our current approach to environmental sustainability is that we expect all applicants – regardless of heritage type or project size – to tell us how they will limit any potential damage to the environment and how they will make a positive environmental impact, particularly for nature. We expect funded projects' environmental sustainability actions to be proportionate to the level of grant, meaning the larger the grant, the more we expect.

Please tell us your views on how we can strengthen our current approach to environmental sustainability. What are the more important things we can do to support projects to reduce their carbon footprint?

Thank you

Your feedback has been submitted. Thank you for helping us shape how we'll work together in the years ahead and the difference we can make for the UK's rich and diverse heritage.

Our strategy refresh project will continue until the end of 2022. This survey is open until midday on Monday 5 September.

We will announce our response to the feedback we receive later in the year.

9) Annex B: Public Survey

Welcome to our public strategy survey

Welcome to our online survey for you to give us your feedback on the Heritage Fund's strategy refresh. We welcome your views on both current and future issues for UK heritage and how we should respond to these through our new 10-year strategy.

This online survey has four short sections:
• about you
• UK heritage and Heritage Fund support
• our objectives
• environmental sustainability

You can also add a photograph or video to help explain the changes to UK heritage you'd like to see.

If you would like to understand more about how the Heritage Fund handles your personal data, please refer to our privacy statement.

About you

This section of the form asks you for information to help us understand who is responding to the survey.

Where are you based? [select one]

- Scotland
- Wales
- Northern Ireland
- England: North East
- England: North West
- England: Yorkshire and the Humber
- England: West Midlands
- England: East Midlands
- England: East
- England: South East
- England: South West
- England: London
- Outside of the UK

Which one of the following best describes the type of heritage you are most interested in? [select one]

- community heritage
- historic buildings and monuments
- industrial, maritime and transport
- cultures and memories (intangible heritage)
- landscapes, parks and nature

- museums, libraries and archives
- sector support (supply chain, advocacy, training)
- none of the above

Are you interested in any other types of heritage as well? [select all that apply]

- no
- community heritage
- historic buildings and monuments
- industrial, maritime and transport
- cultures and memories (intangible heritage)
- landscapes, parks and nature
- museums, libraries and archives
- sector support (supply chain, advocacy, training)

UK Heritage and Heritage Fund support

What changes to UK heritage do you want to see in 10 years' time?

[1000 words]

You can upload a photograph or video that explains or supports your response.

By uploading videos and/or photographs you consent to The National Lottery Heritage Fund using it in publicity material. If your photographs or videos include people, you must gain their permission (or that of parents or guardians for children under 16) before you submit them to us. You agree to ensure that you have the written consent of the copyright owner of the images you send to us so that we may use any of them in publicity material.

[Upload requirements](#)

5. How can the Heritage Fund play a role in those changes?
[1000 words]

6. Tell us what you think about our existing priorities for heritage (landscape and nature, community heritage and heritage at risk) as set out in our Strategic Funding Framework 2019-2024?
[1000 words]

Our objectives

7. We are developing our objectives. These objectives will shape how we support heritage over the next 10 years. The emerging objectives are to – Ensure:
a better future for the UK's heritage
- heritage is a source of inspiration and enrichment
- heritage is for everyone
- heritage is valued, resilient and sustainable
- heritage enables people and places to thrive
- local economies are strengthened through heritage

Do you broadly agree with these objectives?

A better future for the UK's heritage
[select one]

- strongly agree
- agree
- neither agree nor disagree
- disagree
- strongly disagree

Heritage is a source of inspiration and enrichment
[select one]

- strongly agree
- agree
- neither agree nor disagree
- disagree
- strongly disagree

Heritage is for everyone
[select one]

- strongly agree
- agree
- neither agree nor disagree
- disagree
- strongly disagree

Heritage is valued, resilient and sustainable
[select one]

- strongly agree
- agree
- neither agree nor disagree
- disagree
- strongly disagree

Heritage enables people and places to thrive
[select one]

- strongly agree
- agree
- neither agree nor disagree
- disagree
- strongly disagree

Local economies are strengthened through heritage
[select one]

- strongly agree
- agree
- neither agree nor disagree
- disagree
- strongly disagree

Please explain your answer
[1000 words]

What do you think is missing from these objectives?
[1000 words]

Environmental sustainability

8. Currently we ask all heritage projects to tell us how they will limit any potential damage on the environment and make a positive environmental impact, particularly for nature. We expect funded projects' actions on environmental sustainability to be proportionate to the level of grant, meaning the larger the grant, the more we expect. What are the most important things we can do to support heritage projects to reduce their carbon footprint?

[1000 words]

10) Annex C: Summary of Engagement and List of Stakeholder Interviews

10.1   Summary of engagement

Engagement strand	Description	Numbers engaged
One to one conversations	Individual conversations with key stakeholders led by trustees and senior staff. 33 meetings have happened or been arranged. 16 feedback notes received.	33
Online survey – sector longer form	Open from 28 July to 5 September. Aimed at people and organisations working in or with heritage. Questions focused on long-range heritage needs, ambitions, sector support, detail on specific proposals and delivery methods	643
Online survey – public shorter form	Open from 28 July to 5 September. Aimed at members of the public, with the functionality to upload pictures and videos (31 received).	1,379
Stakeholder workshops (BritainThinks)	Five workshops - a workshop each for England, Northern Ireland, Scotland, and Wales plus one UK-wide workshop, a range of heritage types covered.	78
Public online communities (BritainThinks)	Exploratory - understanding the starting point of the public in relation to UK heritage and its future, as well as priorities going forward. Participants aged 16 – 60+ from all across the UK with various levels of engagement with heritage	43
Public workshop (BritainThinks)	In-depth discussions on funding prioritisation and trade-offs, Participants aged 16 – 60+ from all across the UK.	34
Public representative survey (BritainThinks)	Perceptions and sentiment towards UK heritage, including any changes after Covid-19. Participants aged 16 – 60+ from all across the UK	2,215
Staff discussions	Team discussions on ambitions for heritage in the next year years, what we do that we want to take forward and the draft objectives	14 team/dept discussions

10.2 One to One Conversations – list of organisations engaged

- Arts Council Wales
- West Yorkshire Cultural Leader Forum
- North Yorkshire Moors Railway Trust
- Historic Houses Association
- Wildlife Trust
- Esmée Fairbairn Foundation
- Canal & Rivers Trust
- North East Lincs Council
- Mayor of Cambridge and Peterborough Combined Authority
- Historic England
- Cadw
- Campaign for National Parks
- National Association of Areas of Outstanding Natural Beauty
- Chair of National Trails UK, Vice-Chair of the World Trails Network and Director of the South West Coast Path Association
- The National Lottery Community Fund
- Diocese of York
- Heritage Alliance
- RSPB
- National Museums Liverpool
- Rotherham Metropolitan Borough Council
- Heritage Trust North West
- Churches Conservation Trust and Architectural Heritage Fund (Chair of both)
- Royal Armouries Leeds (As of Oct 22) Currently Thackray Medical Museum
- Wolfson
- The National Lottery Community Fund
- National Association of Areas of Outstanding Natural Beauty
- Wildlife and Countryside Link England
- Westmorland and Furness Shadow Authority
- Arts Council England
- CPRE
- National Trust for Scotland
- Nature North
- Natural England
- Creative Scotland

A small number of sector survey responses could not be included in the main survey dataset for technical reasons and so were instead read and analysed by Heritage Fund staff with the notes of the stakeholder meetings. These were:

- Cathedral and Church Buildings Division, Church of England
- Armagh City, Banbridge and Craigavon Borough Council
- Chartered Institute for Archaeologists
- St Mary's Church Shaw-cum-Donnington, Newbury
- Heritage Alliance
- Diocese of Plymouth
- Natural Environment Division, Northern Ireland Environment Agency

We also received letters from:

- DEFRA
- Historic England
- Environment Agency