

Heritage Lottery Fund  
strategic framework 2013–2018

# A lasting difference for heritage and people



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**Bees for Everyone**  
 Bumblebee  
 Conservation Trust  
 Based at Stirling University,  
 the Bumblebee  
 Conservation Trust is  
 working with landowners,  
 farmers, the public and  
 schools across the UK  
 to protect endangered  
 bumblebee species and  
 their habitat for the future.

## Foreword

# Heritage fit for the future



We have developed our new strategic framework over the past 18 months during an extremely turbulent period for the UK's heritage. The full effects of the cuts in public funding are still unfolding, but must mean a fundamental re-design of some heritage services and activities. At the same time, Lottery funding for heritage has increased as a result of strong ticket sales and the increase in our share of Lottery income to 20% in 2012–2013.

We expect organisations of all kinds will need time to adapt to these new financial realities. In developing our plans, we have listened extensively to customers and partners. Over 2000 organisations and individuals responded to our strategic consultation and their views have helped shape our thinking. In setting out our goals and ambitions for 2013–2018, we are describing an overarching strategic framework, rather than a plan, within which we will respond to current needs and pressures, changing circumstances and an uncertain future. The continuing climate of economic instability raises questions on which it is as yet too early to form a view.

Our strategic framework, therefore, aims to give confidence and provide some certainty as to how we will deploy our increased resources, whilst retaining flexibility to respond swiftly to emerging needs. We will maintain our current balance of providing open programmes to respond to proposals from the full range of heritage, as well as targeted interventions focused in areas of urgent need or opportunity.

Since 2008, we have taken a number of steps to help the sector to address strategic needs in the face of challenging circumstances. Our Skills for the Future programme, first run in 2009, was a strategic

intervention to address the shortage of skills and training opportunities, designed to enable the sector to flourish once the worst effects of the recession had passed. This year we are increasing the training being delivered under our existing skills programmes with an additional investment of £13.6million, providing 788 additional training places.

In 2010 we reduced our partnership funding requirements to make it easier for projects struggling to put together viable funding packages. This is still a challenge for applicants and grantees, and we will keep under review the financial contributions we expect from others, while taking steps to support the sector to diversify its sources of income. We will also continue to offer short-term support to past grantees needing to reappraise their business plans in the new climate.

So, while this is a strategic framework for 2013–2018, 2012 is a year of transition. We are committed to introducing initiatives that will benefit the sector as soon as is practical, and a number of the changes outlined will come into force in 2012. Through continued Lottery investment, we want to ensure that heritage can fulfil its potential to contribute to the UK's economy, society and a better preserved and understood heritage in its broadest sense. In the next five years, we expect our investment to increase sustainability and stimulate growth. Our vision for heritage is a sector that is fully fit for the future – vibrant and flourishing.

**Dame Jenny Abramsky**  
Chair

# What we aim to achieve with Lottery money

Using money raised through the National Lottery, the Heritage Lottery Fund gives grants to sustain and transform our heritage.



Heritage has come on a long journey since the National Lottery began in 1994. We are now facing challenging times but are determined to sustain and build upon the benefits our funding has brought. We have developed a range of proposals for the next five years that we believe will make the best use of the increased sums that are now available – more than doubling the budget for new awards from £180million to £375million per year. We are acutely aware of the great responsibility that this brings, when most other sources of funding are diminishing.

By making around 75% of our funding available through open programmes, we aim to enable the heritage sector to meet its aspirations, to define and deliver the projects that it considers will address vital needs, saving heritage at risk and developing new opportunities for greater public engagement. We will increasingly be the most important source of funding for the largest and most ambitious projects. As demand for funding continues to grow, competition will remain strong and successful projects will be those that demonstrate the best value for money in the outcomes they will deliver. We aim to encourage more fundable projects in those areas that have attracted less funding in the past, most notably the natural heritage sector. Around £30million a year will go to grants of under £100,000, and we will make it even easier for less experienced groups to apply through our new programme Sharing Heritage for grants of £3,000–£10,000.

By deploying a quarter of our funding through targeted programmes, we aim to respond to particular needs for which support has been strongly demonstrated through our consultation. In so doing we will be continuing a range of successful programmes which have demonstrated great outcomes for heritage and people. We are also introducing a new programme to facilitate enterprise and growth through making more sustainable use of heritage buildings and taking a renewed approach to places of worship, with funding to enable increased community use, as well as continuing our support for urgent repairs.

We will retain flexibility to meet needs as they arise by annually setting programme budgets that take account of need and demand, rather than publishing them in advance. We have described here a number of special initiatives that we intend to run over the next five years, but we will continue to look for other opportunities that may arise and which have not yet been foreseen. We will therefore create more occasions for dialogue with people who care about heritage and whose views we value in ensuring we continue to make best use of Lottery money.

Working with partners, we will speak up for and demonstrate the value of heritage to modern life, and develop approaches and programmes that will make a real difference for heritage and people.

A handwritten signature in black ink that reads "Carole Souter".

**Carole Souter**  
Chief Executive



**Fin Cop – solving more mysteries**  
Longstone Local History Group  
Local people took part in archaeological digs to unearth the history of Fin Cop hill fort in Derbyshire.

The story so far

# A lasting difference for ... heritage

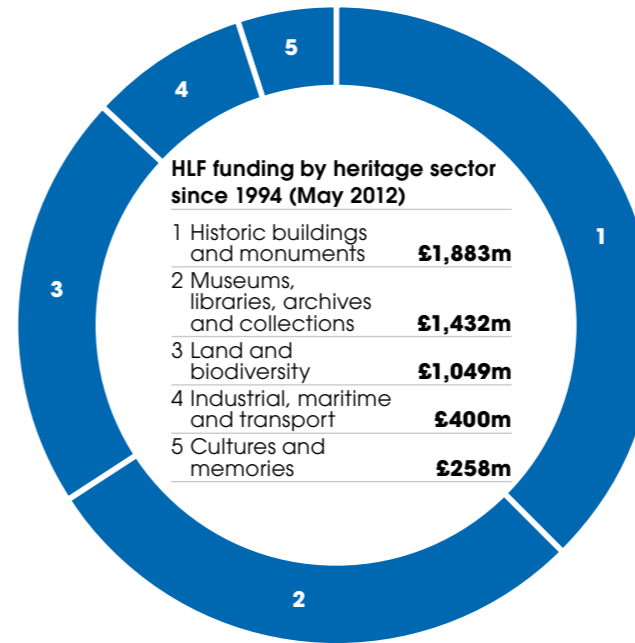
Since 1994, Lottery investment of over £5billion has sustained and transformed the UK's heritage, rescuing thousands of buildings and places from decay, breathing new life into neglected collections, parks and landscapes, and inspiring communities to record and celebrate their stories.

## 1 St Martin-in-the-Fields

HLF funding has helped repair and revitalise St Martin-in-the-Fields, one of London's most precious buildings. The grant helped pay for essential conservation work to the church and crypt, whilst also providing refurbished spaces to house a range of day- and night-time services for the homeless.

## 2 Cumbria's Wealth of Wildlife

Cumbria is home to one quarter of the species identified by the UK Biodiversity Action Plan as being of special conservation priority. HLF funded the Cumbria Wildlife Trust to run a three-year scheme focussing on bats, natterjack toads, hay meadows and upland woodland.



HLF's investment ... has significantly improved condition and long-term sustainability. That contribution should never be undervalued."

TFT Cultural Heritage  
2008



2



1



3



4

## 3 Luton Voices

Luton Voices was an oral history project designed to preserve and celebrate the lives of people from the diverse communities that make Luton what it is today. Working with Irish, West Indian, Greek, South Asian and other groups, the project created a lasting record of 160 interviews, accessible to the public in the local archive.

## 4 ss Great Britain

Designed by Isambard Kingdom Brunel, in 1845 ss Great Britain was the first iron steamer to cross the Atlantic, transforming ocean travel forever. Now one of the most important vessels in the National Historic Fleet, HLF funding has helped repair the ship and prevent further corrosion of the iron hull, ensuring that she continues to be the key attraction of Bristol's regenerated dockside.

## The story so far

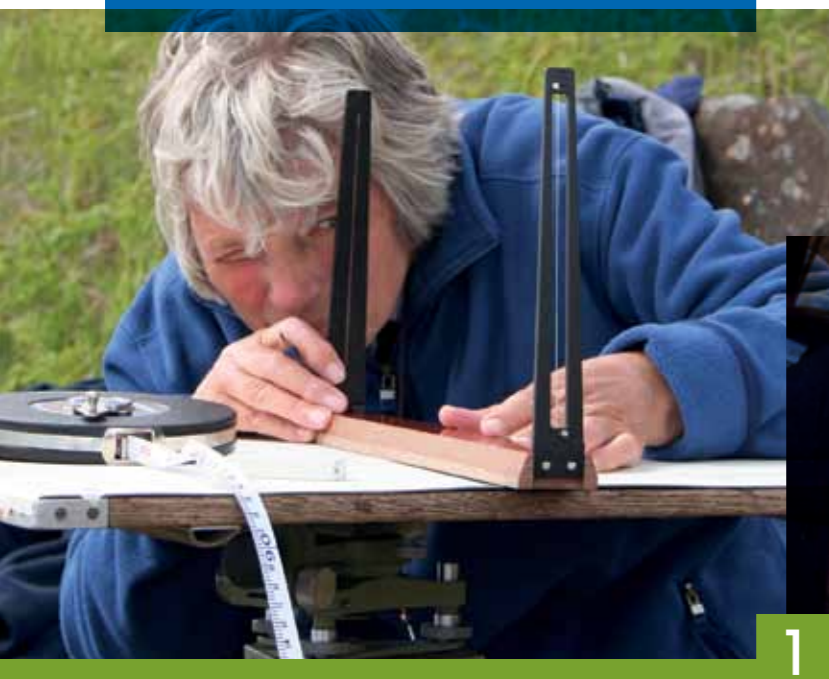
# A lasting difference for ... people

Heritage Lottery Fund investment has truly broadened the horizons of heritage, ensuring that people from all communities see their heritage reflected in our national story. Heritage projects have inspired a new generation of young people to learn and get involved, provided fulfilling opportunities to volunteer and develop skills, and created thousands of opportunities for an enjoyable day out.



Individuals of all ages and backgrounds are enjoying their involvement, developing their skills, and considering issues such as identity and awareness of other cultures and generations."

Applejuice Research  
Evaluation of HLF projects 2009



1

1

### Scotland's Rural Past

This beacon community archaeology project empowered local communities to investigate and record historic rural settlements across Scotland. HLF funding helped support a programme of training for thousands of volunteers to develop the necessary skills to understand these sites and conserve them for the future.

2

### Huddersfield's African-Caribbean Heritage

Young people learned about the contribution of African-Caribbean people to life in Huddersfield by interviewing older members of the community. They developed skills in broadcasting technology and created six radio features to share what they learned with people across Huddersfield.

2

### Learning

- We have given more than £1.5 billion to over 4,600 projects that include focussed activity to help children and young people learn about heritage.
- We have funded over 1,150 heritage education posts and created more than 650 spaces for learning, including indoor and outdoor classrooms, pond dipping areas, lecture theatres and resource rooms.
- 79% of visitors to HLF-funded attractions say HLF projects provided opportunities for 'children to learn things that cannot be learned in a classroom'.



3

### Developing heritage skills

- We have invested over £40 million in two targeted skills programmes, Training Bursaries and Skills for the Future, which will deliver more than 2,200 paid training places.
- Of the Training Bursaries completers, 81% have secured jobs in the heritage sector.



The project has raised the aspirations of young people and there has since been a strong desire to plan and deliver new projects, with young people coming forward with their own ideas."

Grantee  
Youth organisation

3

### Traditional Building Skills Bursary

HLF funded a pioneering partnership of English Heritage, the National Trust, Cadw, Construction Skills and the National Heritage Training Group. The project trained 144 people, with trainees working on a wide range of historic buildings, from the Tower of London to St Fagans Museum, Wales, improving their skills in historic brickwork, carpentry, stone masonry, ironwork and plastering.

4

### Great North Museum

Opened in May 2009, the Great North Museum attracted more than double its target visitor number in the first year. This took it into the top 20 free visitor attractions in England for visitor numbers, and made it the only free attraction in North East England to make the list in 2009-2010. Feedback from visitors has been excellent, with one visitor saying that 'it puts the 'Great' into Museum!'



4

### Visiting

- Visitor numbers typically rise by more than 50% following an HLF-funded project.
- The scale of visitor satisfaction is extremely high. Surveys at 60 completed projects, of more than 5,600 visitors, have established that an average of 97% of people class their visit as 'enjoyable', with 77% describing it as 'very enjoyable'.

The story so far

# A lasting difference for ... communities

Britain's heritage is at the heart of today's tourism industry, attracting overseas visitors and bringing investment into local economies. Heritage projects can re-energise neglected areas, creating distinctive, vibrant places to live and work, and fostering a sense of community.

## 1 Sowerby Bridge Wharf

HLF funding has helped transform an impressive group of 18th-century stone-built canal buildings in Sowerby Bridge, near Halifax, from a site of near dereliction into a vibrant hub of economic activity. This heritage-led regeneration project has provided a significant stimulus for local business enterprise, creating 19 new commercial units and more than 250 new jobs so far.

## 2 MacRosty Park, Crieff

When Perth and Kinross Council set out to renovate MacRosty Park in Crieff, it consulted local people to make sure the project would meet their needs. Restored historical features, exciting new play areas and upgraded paths that improve access have helped to increase visitor numbers and bring the once-popular Edwardian park back into the heart of the community.



3

### Tourism

The size of the heritage tourism sector, by expenditure, is in excess of £12.4billion a year – and once economic 'multiplier' effects are included, the numbers increase to a GDP contribution of £20.6billion a year. HLF's investment in heritage has helped sustain over 32,000 tourism jobs since 1994, and every £1million of HLF funding leads to an increase in tourism revenues for regional economies of £4.2million over the subsequent 10 years.



4



1

2



### Local impact

We surveyed 4,900 people living near to 45 projects we funded to find out how they felt about the work carried out.

- 71% of local residents said the heritage supported by HLF makes their area more attractive, and 60% said it was 'important in making my part of the UK special'.
- Three-quarters (74%) are aware of the HLF-funded project that has taken place in their area and 59% had visited the place we had funded in the last 12 months.
- 60% of local residents say the heritage supported by HLF helps make the area 'a better place to live'.
- As a result of the HLF work these heritage sites are used more by local people – nearly a fifth say they visit more often since the project was completed.

## 3 Big Pit

Big Pit National Coal Museum in Blaenavon has emerged as one of the most exciting new heritage attractions of the past decade. The HLF-funded project involved the restoration of 19 buildings and the creation of a conservation workshop and new exhibition areas. Employment has increased to 65 staff. The museum's overall impact has been estimated at an annual £2.2million of income for the local economy in South Wales.

## 4 Nicholson War Memorial

This iconic 80ft-tall Grade II listed war memorial was restored by Leek Town Council with help from the local community. Families, students and schoolchildren researched its history and used their findings and donated memorabilia to produce leaflets, a website and exhibition displays. As 2014 approaches, HLF is supporting projects commemorating the anniversaries of the First World War.



We didn't know each other before, despite a majority of us having lived in the community for 20 years plus."

Volunteer  
100 Years of Atherstone



HLF projects have created employment, supported heritage skills, and provided business for suppliers in construction and other sectors."

GHK Research  
2009

## A responsive and collaborative funder

### A progressive agenda

We remain true to the core principles that have defined our distinctive approach for the past ten years. We invest in the full breadth of the UK's heritage, and through our funding we aim to make a lasting difference for heritage and people. This is reflected in the outcomes for heritage, people and communities which underpin our grant-making, and we give extra consideration to projects achieving those outcomes, such as learning, on which we place most value.

We will continue to drive forward our progressive agenda of investing in heritage that people value and broadening the range and depth of people's engagement with heritage. We do not define 'heritage', instead encouraging people to identify their own heritage and explain why it is valued by themselves and others. We want more people and a broader range of people to take an active part in heritage, and we will continue to challenge applicants, particularly larger and more established organisations, to broaden their audiences. As an organisation we are committed to increasing diversity in our governance, workforce and grant-making.

### A sustainable future

We want Lottery money to deliver long-term benefits. In the current climate we will consider carefully what financial and other resources are needed to sustain the benefits of our funding, and we demand high standards of stewardship. Where relevant, we will consider whether a poor track record on the maintenance of heritage assets is a future risk to our investment.

### Our portfolio

We have a range of funding programmes that offer grants starting at £3,000 for communities wanting to explore their local heritage. Our Heritage Grants programme has no maximum grant level, and we will continue to invest in transformational projects with grants of well over £5million.

We will maintain a mixed portfolio of open and targeted programmes and initiatives. Our existing targeted programmes will be retained, with improvements.

### Collaboration and partnership

We take account of the roles of other agencies and governments and their strategies for heritage in determining what distinctive and complementary part we can play. We engage with issues and events of local importance differently in different places, at the same time as meeting areas of strategic heritage need and managing demand for Lottery funding. We will also make strategic interventions as opportunities present themselves, and in doing so will explore new practices and work in partnership, where that adds value to our investment and that of others. Recent partnership initiatives have included work with the Big Lottery Fund on our Parks for People programme in England, with the Department for Culture, Media and Sport and Arts Council England on the Catalyst programme, and with the BBC and Arts and Humanities Research Council on the All Our Stories small grants programme.

Throughout the life of this strategic framework we will be flexible in our approach, working responsively, proactively and collaboratively as circumstances require.



**Documenting the archives**  
Black Cultural Archives  
Volunteers in London helped to document and conserve the Black Cultural Archives' collection and build a comprehensive database catalogue.



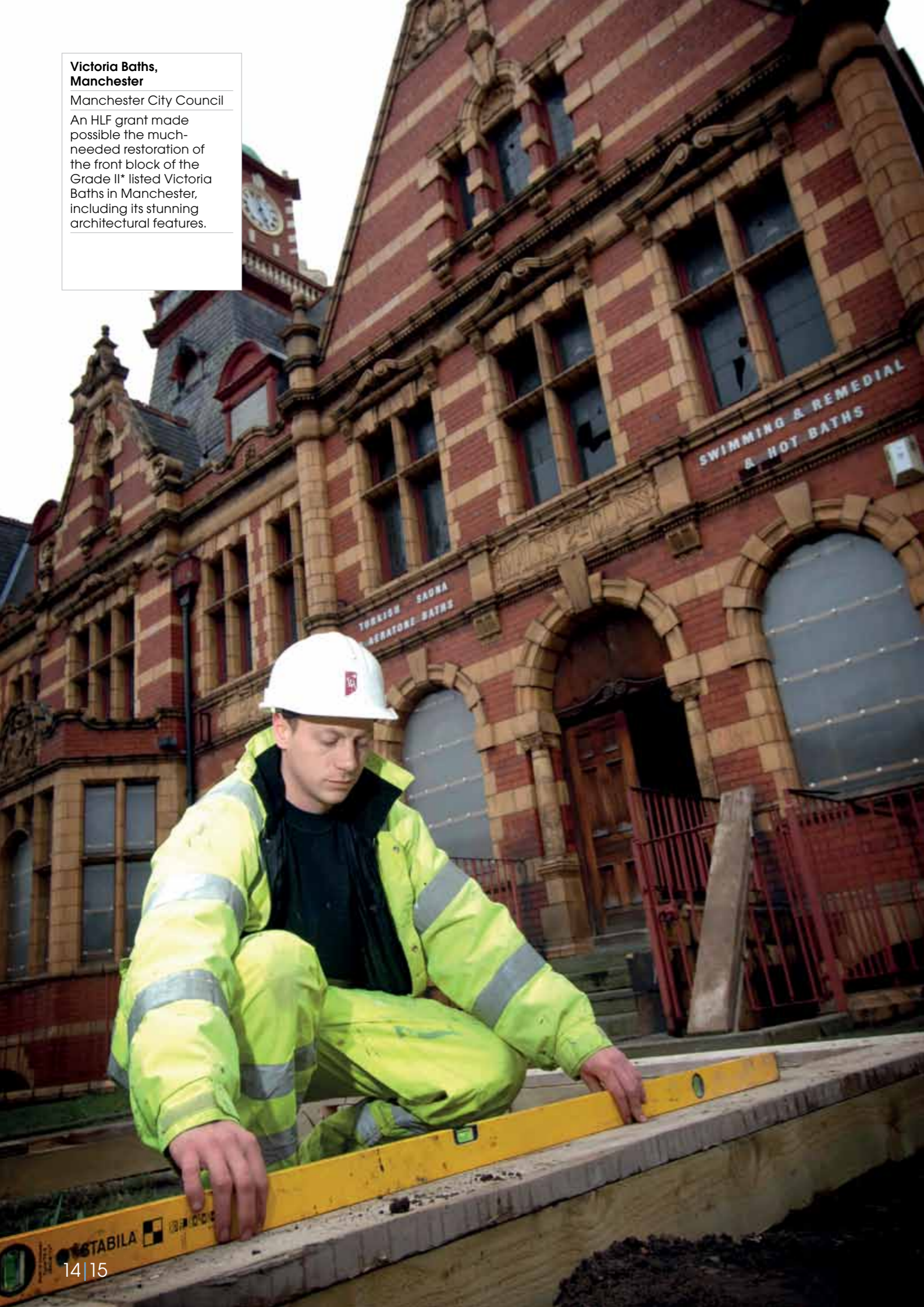
**Peregrini Lindisfarne**  
Holy Island  
Development Trust  
HLF is supporting the  
development of a project  
to conserve North  
Northumberland's  
beautiful seascape, unveil  
its cultural heritage and  
make Lindisfarne a better  
place to visit and live in.



**Victoria Baths,  
Manchester**

Manchester City Council

An HLF grant made possible the much-needed restoration of the front block of the Grade II\* listed Victoria Baths in Manchester, including its stunning architectural features.



How we work

## Supporting applicants and grant holders

### Working locally across the UK

We are a UK-wide funder, working through offices in Scotland, Wales, Northern Ireland and nine English regions. Our Trustees delegate decision-making on grants up to £2million to committees in all these places. Our strategic framework applies across the UK, with flexibility in focusing our resources to address different needs and demands on a local basis.

### An enabling funder

We give pre-application advice, produce guidance on good practice in key areas, provide mentors and development grants, and work closely with applicants and grantees throughout the grant-giving process and project delivery. We believe this approach benefits the organisations applying to us, ensures we are funding imaginative and robust projects, and helps to make our funding more accessible to a wide range of groups.

We will continue to support less-experienced organisations in making applications to us. We want to make the process of applying for a grant and delivering a project as straightforward as possible. In future we will take greater account of the experience and track-record of organisations in determining how we work with them through project delivery, providing mentors for those who need that support, and reducing the burden of monitoring for capable grantees.

### Making funding more accessible

We target extra pre-application support towards some of the areas that have received least funding from us in the past. This approach has been successful in raising awareness of heritage, encouraging more good-quality applications to come forward, and increasing the number of grants made in these areas. We plan to continue this approach, with priorities determined and promoted by our local committees and teams.

We want to make applying for a grant as simple as possible. We are introducing a new Sharing Heritage programme for the smallest grants of £3,000 to £10,000. The maximum grant available under the single-round open programme Our Heritage will be £100,000 to enable more people to benefit from a shorter application process and meet emerging needs in community heritage.

There will be no major changes to the current two-round application process of the Heritage Grants open programme. We will keep to a minimum the amount of information we ask for at the first round to reduce the investment applicants need to make before knowing whether they have a good chance of success. We will offer development funding and mentor support, where needed, to successful applicants. In the light of reduced sources of public funding in 2010, we relaxed our requirements for partnership funding under Heritage Grants to 5% for applications up to £1million and 10% above that. This is now our minimum requirement across all funding programmes for grants over £100,000 (there is no minimum requirement for grants under £100,000). We will keep this under review in the light of other developments in the funding landscape.

# Investing in heritage and people for the long term

Our goal is to make a lasting difference for heritage and people. In assessing projects we will take account of the broad range of benefits that projects may deliver, and will give extra weight to the outcomes that we value most, such as learning. The project outcomes we will be assessing can be summarised as:

## Heritage outcomes

With our investment, heritage will be:

- better managed (weighted for grants over £100,000);
- in better condition (weighted for grants over £100,000);
- better interpreted and explained;
- identified/recorded.

## Outcomes for individuals

With our investment, people will have:

- learnt about heritage (weighted for all grants);
- developed skills (weighted for grants over £100,000);
- changed their attitudes and/or behaviour;
- had an enjoyable experience;
- volunteered time.

## Outcomes for communities/society

With our investment:

- environmental impacts will be reduced (weighted for grants over £100,000);
- more people and a wider range of people will have engaged with heritage (weighted for grants over £100,000);
- organisations will be more resilient;
- local economies will be boosted;
- local areas/communities will be a better place to live, work or visit.

We will have proportionate expectations of projects for different levels of grant. For example, an applicant to Sharing Heritage seeking a grant of between £3,000 and £10,000 will need to deliver only one outcome for individuals. An applicant to Our Heritage wanting between £10,000 and £100,000 will need to achieve one outcome for heritage and one for people. For Heritage Grants over £100,000 we will expect to see a wide range of outcomes achieved.

### Roberts Park, Saltaire

City of Bradford  
Metropolitan District  
Council

The historic landscape and features of Roberts Park in Saltaire were restored, bringing the park back to its former glory and encouraging more people to visit.





New directions

## New funding approaches and initiatives

### China in Yorkshire

Sheffield Galleries & Museums Trust

Museums and galleries across Yorkshire worked with local Chinese communities to stage exhibitions that bring to light Chinese and Chinoiserie collections and help more people learn about them.

### Supporting the sector to survive and thrive

#### Investing in skills

In 2009 we launched Skills for the Future as a one-off initiative to support the creation and provision of work-based training opportunities within the heritage sector. This innovative and ambitious programme was warmly welcomed as a strategic response to the impact of the recession, in order to put heritage organisations in a strong position for the recovery. We invested over £17million, more than three times the budget we had originally allocated, and through this and our earlier Training Bursaries programme have generated more than 1,500 training places.

Funding for heritage skills training, particularly from small and medium-sized organisations, is still in great demand. The specialist nature of many heritage skills means they are unlikely to be prioritised for Government support, and there is also more to do to achieve a more diverse and representative heritage workforce.

We have made a further investment in our existing skills projects of £13.6million this year and will run a second open round of Skills for the Future in 2013. We are also strengthening our commitment to delivering skills training through our mainstream project funding and targeted programmes, and will continue to challenge applicants to show ambition in this area. In future, we will give extra weight to proposals for achieving skills outcomes in all Heritage Grants applications (grants over £100,000).

#### Achieving greater resilience

As the boundaries of public funding are redrawn, many organisations are in transition, whether as a result of loss of regular income streams or through a need to adopt new models of governance, leadership and management. Communities are beginning to take on new responsibilities for heritage, for example, social enterprises and voluntary organisations becoming custodians of heritage through transfer from public bodies. We believe many organisations are well-placed to weather these changes, but will need support in acquiring new skills and capacity.

We will encourage organisations to take the opportunity presented by Lottery funding to consider how they can achieve greater resilience, for

example by building partnerships or creating new opportunities to diversify income generation. We can offer mentor support on these issues during project development, and development grants to build business and fundraising strategies and plans.

We will introduce two distinct new funding streams to support organisations, through our Sharing Heritage and Our Heritage programmes:

- **Start-up grants of £3,000–£10,000** will be available to community groups taking responsibility for heritage, to create the right constitutional framework (including the costs of professional advice on legal forms and governance structures) and to assess options in arriving at a strategy for managing the heritage. Having set out on the right foot as an organisation, they may then make a further application for a grant for a project focused on their heritage.
- **Transition funding of £10,000–£100,000** will be available to organisations who have previously received HLF investment, to review their strategies and business plans and, where necessary with mentor support, identify ways of achieving greater sustainability.

#### Encouraging private giving to heritage

We want to encourage more private supporters of heritage at all levels, from individual donors to major trusts and foundations, and to help heritage organisations to engage successfully with their supporters. Diversifying the range of sources of income for heritage will be an important strand in building the resilience of the sector in the next few years.

This year we have delivered the first phase of the Catalyst initiative, a new heritage and arts sector-wide investment programme supported by the Department for Culture, Media and Sport, Arts Council England, and HLF.

- **Catalyst Endowments** is a match funding scheme that encourages organisations to create new long-term sources of income through endowment growth. We will run a second round of Catalyst Endowments in 2012–2013.

We have also allocated £5million to building the capacity of heritage organisations to find new sources of income, develop fundraising skills and engage effectively with private supporters and donors and will be launching this strand of the Catalyst initiative in 2012. There will be two programmes:

- **Catalyst Capacity Building:** we will invite applications from umbrella bodies working with heritage sector organisations throughout the UK, and appropriately skilled and resourced training providers, to provide sector-wide training and capacity building. Our aim is to create training programmes tailored to the needs of smaller heritage organisations, with the added value that arises for participants for peer learning and mentoring between organisations with different levels of experience.
- **Catalyst Small Grants:** these grants of between £3,000 and £10,000 will give individual organisations with little or no fundraising experience an initial injection to make a start, whether through accessing some professional support and advice, investing in their fundraising infrastructure, or providing short-term staff cover to release senior personnel to spend time cultivating potential donors.

#### Holburne Museum of Art Development Project

The Holburne Museum of Art

Bath's Holburne Museum is home to nationally and internationally important fine- and decorative-arts collections. With help from HLF, the museum was extended and its Grade I listed building restored.



**The lost photographs  
of Captain Scott**

Scott Polar Research  
Institute

Camp under the Wild  
Mountains, 20 December  
1911 - one of over 100  
Antarctic photos taken  
by Captain Scott that  
have been acquired by  
the Scott Polar Research  
Institute, Cambridge  
University, thanks to HLF  
funding.





**De La Warr Pavilion**  
De La Warr Pavilion  
Charitable Trust  
This international centre  
for contemporary arts in  
Bexhill-on-Sea is the UK's  
first Modernist public  
building. Visitor figures  
more than doubled in the  
year after the Pavilion's  
HLF-funded refurbishment.

## Investing in growth

### Heritage Enterprise

Achieving sustainable end-uses for historic buildings and industrial sites, particularly where they are at risk, remains fundamental to their survival. We know there is potential for more social enterprise-led projects to come forward for funding to refurbish historic buildings, as well as more commercial projects which can deliver strong heritage and public benefits. From 2013 we will make a new strategic intervention to stimulate local economic growth with an enterprise-focused programme offering grants of £100,000 to £5million. This will support the conservation and adaptation of an individual historic building or a coherent group of historic buildings for an end-use which actively contributes to sustainable development in areas experiencing economic disadvantage.

Once a building has been refurbished, we will expect to see ongoing commercial income generation from activities taking place within it.

Communities wanting to apply under this programme will be able to take advantage of our new start-up grants (see page 20). In order to maintain momentum and community support, we will also allow some capital expenditure during project development to enable applicants to introduce 'meanwhile uses' in or adjacent to their historic building(s) such as cafés, shops or cultural venues. These can help to stimulate new footfall, test trading opportunities, generate revenue, create employment opportunities and encourage local business enterprise.

Our funding for Townscape Heritage schemes – which improve the historic character and fabric of local places and contribute to making them better for living, working or visiting – will continue (see page 34).

### Grants for places of worship

We will launch a new programme to conserve listed places of worship (including cathedrals in Scotland and Northern Ireland). Whilst still focused on urgent repair needs, the programme will also include funding for engaging people with heritage and providing facilities to increase community use.

## Responding to other needs and opportunities

### Embracing digital technology

Digital technology offers heritage organisations exciting new opportunities and there is a huge public appetite for digital access to heritage materials of all kinds. At the same time, the extent of the assets that could be digitised is vast, and current activity, publicly-funded, or commercial, is unlikely to meet demand and expectations. We want to encourage new ways of delivering digital heritage content in the networked world or using technology on heritage sites, and to help organisations to take advantage of the opportunities offered by the knowledge economy.

A significant number of the projects we fund already use digital technology in some way – for promotion, to make heritage more accessible through images and information on the web, or through using social media to increase access, for example through smartphone apps. However, up to now we have not funded the creation of digital materials (for example, websites, DVDs or apps) when they are the only focus of a project.

Now that there are far greater opportunities for people to engage and learn using digital media, from July 2012 we will change our policy on digital technology and invest in projects that are purely digital, provided they meet our criteria.

### Creating greener projects

Climate change is already having a significant impact on heritage, resulting in damage and loss. There is a pressing challenge to become more energy efficient, at the same time as conserving the fabric and character of historic buildings, landscapes and collections, and reducing impacts on habitats and species.

We can help reduce loss and damage by ensuring that the projects we support understand and address the risks they face, and are environmentally sustainable for the future. We will ask all Heritage Grants projects (grants over £100,000) to consider how they will be affected by predicted changes in their local environment and how any risks will be addressed. We will strengthen our approach to assessing proposals for climate-change mitigation. Achieving reduced environmental impact will be a weighted outcome in our assessment of Heritage Grants applications.

In addition, we will introduce a carbon footprint assessment, to be carried out during project development by all projects asking for more than £2million. This initiative has been welcomed and valued by those grantees who have already trialled it. We will provide a simple tool and guidance on how to use it for projects of any size that wish to adopt the approach.

### Supporting heritage in private ownership

Around two-thirds of the built heritage in the UK, and a similar element of associated landscape, is in private ownership, and there are many archives and collections in private/commercial ownership which have heritage value and public interest. As a Lottery distributor, our grants must deliver public benefits that exceed any private gain. Most statutory heritage agencies give grants to private owners, and we anticipate that this support will diminish as public-finance cut-backs take hold.

In future we will accept applications from private individuals or commercial 'for profit' organisations for physical work to heritage assets under Our Heritage programme (grants of £10,000 to £100,000). To ensure the public benefit outweighs any private gain, we will expect these projects to meet all of our standard criteria, to achieve a step-change in terms of public access and public engagement with heritage, to demonstrate clear public enthusiasm and support for the project and to show a clear need for Lottery investment. We will not fund works that can reasonably be considered to be the statutory duty of the owner, the purchase of heritage assets by a private owner, or new buildings.

#### Living Wandle Landscape Partnership

Wandsworth Borough  
Council

Plans to revitalise the  
Wandle Valley in London  
by improving the local  
environment and exploring  
the river's history have  
moved a step closer to  
realisation with HLF help.





**St Patrick's Chapel,  
Glastonbury Abbey,  
Somerset**

Glastonbury Abbey Estate

Young people under the supervision of skilled craftsmen helped to restore the Grade II listed, medieval almshouse chapel. Through research, the history of the chapel was recorded and used in interpretation boards and educational material.

### Collecting Cultures

Opportunities to buy items for collections often arise unexpectedly, with short deadlines and limited time to develop funding applications. Our Collecting Cultures initiative (in 2008) demonstrated the benefits of taking a more strategic approach to collecting. This allowed the purchase of a number of items over a period of time as part of the development of a coherent collection. Under this initiative, a museum could identify the type of objects it wished to purchase, without having to specify what they were or to get valuations before applying to us. Museums have greatly valued this freedom and flexibility.

We will run a further Collecting Cultures initiative in late 2013, and will welcome applications from archives and documentary heritage collections as well as museums. Through this initiative we will encourage a strategic approach to collection development and acquisition; to achieve a step change in how collections are used and developed; to help organisations to use collecting to engage with new audiences; to develop collecting skills through both purchase and donation; and to develop and retain collections knowledge in heritage organisations.

In addition we have already simplified the approach to urgent acquisitions, by removing the requirement for learning activities linked specifically to the acquisition.

### Sharing learning

We evaluate the impact our funding achieves and make strategic choices based on research and evidence. We are committed to supporting the sector to share in the learning we derive from the projects we fund, and to share knowledge and skills with each other. To facilitate this we will create online communities to showcase good practice, and enable networking and the exchange of ideas and innovations. These will be open to any HLF grantees, potential applicants, or stakeholders – anyone who wishes to exchange knowledge and experience, and engage in dialogue around heritage.





**Cutty Sark  
Conservation Project**

The Cutty Sark Trust  
*Cutty Sark*, the world's  
last surviving tea clipper  
and one of Britain's  
greatest maritime  
treasures, has reopened  
to visitors following  
extensive conservation  
made possible by major  
investment from HLF.

# Summary of funding programmes and initiatives

## Resource allocation

In 2012–2013 our budget for new awards is £375million, more than double the £180million per year we expected to be able to distribute when we launched the current strategic plan in 2008. This is due to a combination of very strong Lottery ticket sales and the Government’s decision to increase the share of Lottery ‘good causes’ income for heritage from 16.7% to 20% by 2012.

The allocation of budgets to programmes is decided through our annual business planning round, taking account of trends in demand for funding. There is competition for funding in all programmes and we are unable to support all the good projects that we see. As a guide, we expect to maintain the balance between the money allocated through open programmes, targeted programmes and initiatives.

## Application rounds

For single-round programmes, we will give a decision within the timescale indicated. For two-round programmes, we give an initial decision and successful applicants then carry out further project development, with or without a development grant, before making a second-round application for our final funding decision.

## Open programmes

All programme information is for programmes operating under the new strategic framework with decisions taken from April 2013 onwards. In 2012–2013, current Your Heritage grants will be from £3,000 to £100,000.

Sharing Heritage	Our Heritage	Heritage Grants
Grants <b>£3,000–£10,000</b>	Grants <b>£10,000–£100,000</b>	Grants <b>£100,000–£5million</b>
Apply from <b>Feb 2013</b>	Apply from <b>Feb 2013</b>	Apply from <b>Feb 2013</b>
Deadline <b>None</b>	Deadline <b>None</b>	Deadline <b>None</b>
Decision <b>8 weeks</b>	Decision <b>8 weeks</b>	Decision <b>12 weeks</b>
Rounds <b>1</b>	Rounds <b>1</b>	Rounds <b>2</b>
<b>Heritage Grants Major Batch</b>		
Grants <b>£5million+</b>		
Apply from <b>Oct 2012</b>		
Deadline <b>30 Nov</b>		
Decision <b>April</b>		
Rounds <b>2</b>		
<p>This new grants programme is for any not-for-profit group wanting to explore, share and celebrate their community’s heritage. Activities we can support include events, exhibitions, festivals and celebrations, or producing local history publications, conservation of individual heritage items, volunteer training and support.</p> <p>Start-up grants are also available through this programme (see page 20).</p>		
<p>Our Heritage takes the place of the Your Heritage programme and supports all types of heritage projects. We have increased the maximum grant available through a single-round application process to £100,000. This is to respond to demand for support for small and medium-sized capital projects (for example, smaller parks and green spaces, community buildings, museum collections and archives), as well as for activity projects exploring language, cultures and memories.</p> <p>Transition funding is also available through this programme (see page 20).</p>		
<p>This is our open programme for grants of over £100,000 for all types of heritage projects. There will be no major changes to the application process, which is in two rounds, with a development period after a successful first-round application during which we may offer mentor support or a development grant.</p>		

## Targeted programmes

These are rolling programmes or programmes running every year with fixed application deadlines and decision points. Decisions on these programmes will be taken from April 2013. In 2012–2013, current Young Roots grants will be from £3,000 to £50,000.

### Young Roots

Grants	<b>£10,000–£50,000</b>
Apply from	<b>Feb 2013</b>
Deadline	<b>None</b>
Decision	<b>8 weeks</b>
Rounds	<b>1</b>

Young Roots occupies a unique place in the UK's funding environment as the only heritage funding programme for projects devised and led by young people. The programme has played an important role in broadening the audiences for heritage and attracting first time applicants to HLF. We have increased the maximum grant available under this programme to £50,000 (from April 2012) to allow applicants to include realistic staff costs to achieve high-quality youth work, and to run projects over longer periods (now up to two years). We have also extended the lower age limit for participating in the programme from 13 to 11 years old; the upper age limit remains 25 years.

### Townscape Heritage

Grants	<b>£100,000–£2million</b>
Apply from	<b>Feb 2013</b>
Deadline	<b>Oct 2012 Nov 2013</b>
Decision	<b>Mar 2013 Apr 2014</b>
Rounds	<b>2</b>

The Townscape Heritage Initiative will continue, with some simplification and improvements, as our primary means of enhancing quality of life and the environment in conservation areas in historic towns and cities.

### Parks for People

Grants	<b>£100,000–£5million</b>
Apply from	<b>Oct 2012</b>
Deadline	<b>Feb and Aug</b>
Decision	<b>Jun and Dec</b>
Rounds	<b>2</b>

Parks for People is a UK wide programme, delivered in partnership with the Big Lottery Fund in England until 2015. HLF has invested more in public parks than any other single organisation in the UK – £525million to around 500 parks out of the 2,500 that have heritage merit. The benefits of a high-quality well-maintained park are universally accepted, but there are major concerns about the future of parks as non-statutory local authority services. We have also identified public cemeteries as a category of public space facing significant problems similar to those of other designed landscapes. We will include cemeteries within the scope of the Parks for People programme in future to encourage more, better-quality, applications. We will also simplify the programme's requirements.

### Heritage Enterprise

Grants	<b>£100,000–£5million</b>
Apply from	<b>Feb 2013</b>
Deadline	<b>None</b>
Decision	<b>12 weeks</b>
Rounds	<b>2</b>

This new programme will support the repair, adaptation and refurbishment of historic buildings and industrial sites, or groups of buildings, for an end-use that actively contributes to sustainable development in areas experiencing economic disadvantage. This will be a two-round programme, with no application deadlines (see page 25).

### A new places of worship programme

Grants	<b>£10,000–£250,000</b>
Apply from	<b>Feb 2013</b>
Deadline	<b>TBC</b>
Decision	<b>12 weeks</b>
Rounds	<b>2</b>

Places of worship remain one of the areas with the greatest need for funding. The Repair Grants programme has until now focussed on addressing the most urgent high-level repairs of listed places of worship. We will continue to support the urgent repair needs of faith buildings as before (including cathedrals in Scotland and Northern Ireland), but will also extend the scope of the programme to help make these buildings more sustainable in the future, by providing funding for engaging people and for facilities that will enable increased community use and involvement.

### Landscape Partnerships

Grants	<b>£100,000–£3million</b>
Apply from	<b>Feb 2013</b>
Deadline	<b>May</b>
Decision	<b>Oct</b>
Rounds	<b>2</b>

The Landscape Partnerships programme is the most significant grant scheme available across the UK for landscape-scale projects which focus investment on cultural, natural, archaeological and built heritage, as well as on public access, community participation and learning. The programme is acknowledged as a significant funding stream for delivering the aspirations of the European Landscape Convention in the UK. It is widely agreed that nature conservation needs to be addressed at a landscape scale. We have increased the maximum grant available from £2million to £3million. While we recommend that the maximum size of landscape area covered remains 200 square kilometres for most schemes, we will take a flexible approach to larger areas. We will also simplify the programme's requirements while maintaining the integrated range of benefits that it currently delivers.

## Special initiatives

These are time-limited initiatives, with one-off deadlines and decision dates.

### All Our Stories

Grants	<b>£3,000–£10,000</b>
Apply from	<b>Now</b>
Deadline	<b>31 July 2012</b>
Decision	<b>Oct 2012</b>
Rounds	<b>1</b>

This programme offers an opportunity for everyone to get involved in their heritage, through activities such as exploring historic buildings, visiting museums, delving into archives or uncovering untold stories.

All Our Stories is delivered in partnership with the BBC and the Arts and Humanities Research Council.

### Collecting Cultures

Grants	<b>TBC</b>
Apply from	<b>TBC</b>
Deadline	<b>2014–2015</b>
Decision	<b>2014–2015</b>
Rounds	<b>TBC</b>

This round of the Collecting Cultures initiative will support museums and archives in developing a strategic approach to collecting. We will consult on the detail of the programme, including the grant size range, in 2013 (see page 29).

### Skills for the Future

Grants	<b>£100,000–£1million</b>
Apply from	<b>Oct 2012</b>
Deadline	<b>Jan 2013</b>
Decision	<b>May 2013</b>
Rounds	<b>2</b>

Skills for the Future supports work-based training in a wide range of skills that are needed to look after buildings, landscapes, habitats, species, and museum and archive collections, as well as equipping people to lead education and outreach programmes, manage volunteers and use new technology (see page 19).

### Catalyst

Catalyst is a heritage and arts sector-wide programme to help cultural organisations diversify their income streams and access more funding from private sources. The programme offers organisations the opportunity to move their fundraising and development expertise onto the next level, whatever their starting point (see pages 20–21).

#### Catalyst Endowments

Grants	<b>£500,000–£1million</b>
Apply from	<b>TBC</b>
Deadline	<b>TBC</b>
Decision	<b>April 2013</b>
Rounds	<b>1</b>

#### Catalyst Capacity Building sector-wide initiative

Grants	<b>£100,000–£500,000</b>
Apply from	<b>TBC</b>
Deadline	<b>TBC</b>
Decision	<b>TBC</b>
Rounds	<b>1</b>

#### Catalyst Capacity Building small grants

Grants	<b>£3,000–£10,000</b>
Apply from	<b>TBC</b>
Deadline	<b>None</b>
Decision	<b>6–8 weeks</b>
Rounds	<b>1</b>

# Feedback on the strategic consultation January–April 2011

## National Museum of Scotland

National Museums  
of Scotland

Visitors in the Grand  
Gallery of the National  
Museum of Scotland,  
Edinburgh. The museum  
underwent a massive  
transformation that  
returned its Victorian  
building to its original  
glory and created 16 new  
galleries.



## Our approach to the consultation

We ran two consultation questionnaires. One covered in detail our strategic framework, changes to programmes and new opportunities and challenges. The second asked a small number of more general questions about our approach to funding of heritage, UK-wide and locally, and was designed to engage directly with the Lottery playing public. Over 1,100 people responded to the latter consumer consultation and strongly endorsed our approach – with 87% agreeing we should continue to support the full breadth of the UK's heritage, and 69% agreeing we should continue to fund the full range of projects we do now, from small community heritage initiatives to major transformational capital projects.

We received a further 1,068 responses to the more detailed consultation, representing individuals, organisations and networks of organisations with a professional or voluntary interest in heritage across the UK. The summary below refers to responses to this questionnaire.

## Our strategic framework

There was support for a single strategic aim, described in the consultation as 'making a positive and lasting difference for heritage and people'. Almost seven in 10 said they tend to or strongly agree with the proposal. Those who were more hesitant suggested that the single aim needs to be clarified further and guidance on its interpretation should be provided when organisations put in bids for funding, to avoid any misinterpretation or difficulties.

## Balance and direction of funding

Our approach to working at a local level, within a UK-wide organisation, providing help and support through the grant administration process, was strongly endorsed by nine out of 10 respondents. There is no strong appetite for major changes in the current balance of our funding between targeted and open programmes, nor for giving any greater priority to protecting past investment over supporting new projects. However, respondents did want us to give clear priority to heritage identified as being at risk. Some respondents, notably natural heritage organisations, made a case that their sector had done less well than others in the past in accessing funding.

Almost two-thirds supported the suggestion that we extend our role in building the financial sustainability of voluntary heritage organisations, and the consultation also endorsed HLF playing a stronger role in encouraging a culture of giving, of time and money, from private supporters of heritage.

## Changes to our current grant programmes

The consultation produced the strongest endorsement of all for a simpler grants programme for small grants under £10,000, with 96% in favour. A very high proportion of respondents (86%) also welcomed the proposal for a medium-sized grant programme, with a single-round application process, and a higher maximum grant than is currently available under the Your Heritage programme.

Our Heritage Grants programme, with grants for all types of heritage, now from £100,000 upwards is clearly widely valued. We reduced our requirements for partnership funding for Heritage Grants and parks projects in 2010, in response to the challenging economic conditions applicants are currently facing, and said we would keep this under review. Two-thirds of respondents would like us to maintain this reduction beyond 2013, while others stressed the need for flexibility to agree partnership funding levels on a case by case basis.

There was a broad welcome for our priority targeted programmes, with the strongest support for our Young Roots and Landscape Partnerships programmes. Two-thirds of respondents endorsed the proposal that heritage-led regeneration should continue to be a focus for HLF. Whilst there were no strong differences of opinion between the countries across the UK on almost all issues in the consultation, a common theme across the devolved administrations was particularly strong support for the approach to investing in place-based heritage we have delivered through the Townscape Heritage Initiative.

Two-thirds of the organisations who have had grants from us in the past felt the work they had done to achieve an award from HLF was in proportion to the amount of money requested, and many acknowledged the steps we have taken to improve our application processes since 2008. However, around a quarter believe making an application to us is still too onerous. Given the difficult funding environment facing the sector over the next few years, it will be a very high priority for us to address concerns on this as we review our processes.

## Additional opportunities and challenges

Our proposals to introduce new measures to help the sector meet the challenges of climate change and take advantage of the opportunities offered by digital media both attracted a good level of support, although we noted some caution that the introduction of new requirements in either area might complicate the application process. In detailed feedback, many commented on the strong potential of digital media to extend the reach of heritage projects and engage new audiences. But there was concern that digital should not be made a condition of grant. Our proposal to run further targeted initiatives on skills was met with the greatest enthusiasm, with over half of respondents expressing very strong support, and eight out of 10 overall wanting to see this. Many respondents also commented positively on HLF's role in facilitating the sharing of knowledge and skills across the sector.

Responses to the question on heritage in private ownership were more mixed, although there was strong agreement with the principle of HLF doing 'a little more' provided that there were clear public benefits. On acquisitions of portable heritage, over 50% favoured a change of policy in HLF's approach to urgent acquisitions, and there was support from museums, libraries and archives for the principle of HLF funding strategic collecting.

## Overall views of HLF

In terms of overall strengths and weaknesses, HLF was praised for its role in 'making things happen' and championing the cause of heritage, especially in raising awareness and advocating its value. Areas for improvement largely concerned the applications process and the potential to make this less labour-intensive, especially for smaller projects.

## Acknowledgements

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#### The Giant's Causeway World Heritage Site – evolving, enhancing and engaging (front cover)

The National Trust

School children learning about the heritage of the Giant's Causeway. The project aims to protect the landscape, provide imaginative interpretation and improve access to Northern Ireland's World Heritage Site.

#### Cardiff Castle – Conservation (back cover)

Cardiff County Council

One of the leading heritage attractions in Wales, Cardiff Castle was restored to its former glory and its facilities improved to help visitors get the most out of the stunning Grade I listed building.

#### Overlooking the Wye

Herefordshire Council

Public, private and volunteer organisations are working together to conserve and improve access to the spectacular heritage of the Wye Valley Area of Outstanding Natural Beauty in Herefordshire.



