

Consultation on the Heritage Lottery Fund's strategic framework from 2013 onwards

Report

20 June 2011

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1. Executive summary

HLF's Strategic Framework

The strategy document presented to respondents of this consultation suggested that HLF consolidate its three strategic aims of 'conservation', 'participation' and 'learning' into a single aim: *Making a positive and lasting difference for heritage and people*. This was met with majority agreement with almost seven in ten saying 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 putting in bids for funding to avoid any misinterpretation or difficulties.

HLF's proposal to target more funds to identified strategic needs was met with a mixed reaction, just over a third agreed, just over two in five disagreed and a fifth were neutral. Advocates felt that this approach encourages change and flexibility, especially in challenging financial times. Those neutral or in opposition to the proposal of targeting funds expressed concerns over the potential impact this would have on the ability for smaller bidders to obtain funding. Other concerns were over the exact nature of the 'strategic needs' with a call for transparency from HLF on what they are and why they need more funding. Support was stronger for HLF's proposals to solicit applications more frequently and to prioritise 'at risk' heritage. Some voices of caution did come from the respondents in the shape of ensuring that the application process is not made more burdensome and that the definition of 'at risk' is transparent without the potential for favouring those who 'shout loudest'.

When given a list of heritage areas and asked which were in most need of funding, Historic Buildings and Monuments came out above other areas with just over half saying that this area was in significant need of funding. Wildlife and conservation, landscapes, industrial heritage, and places of worship were also all strong priorities with around two in five feeling these areas were in significant need of funding. It is worth noting the profile of respondents when interpreting these priorities, however – for example, the largest group of respondents by sector was Historic Buildings and Monuments (23%) followed by Land and Biodiversity (16%).

Respondents were very receptive to HLF working with organisations and responding to their needs at a local level with almost nine in ten considering this essential or very important. This was especially the case to help inexperienced, smaller organisations with applications ensuring they are on a more level playing field with better funded organisations.

How HLF works

Just over half of respondents are HLF grantees and just one in ten of those who were not grantees had made an application to receive one. Among grantees, over six in ten (62%) felt that the work involved was in proportion to the amount of money they were applying for, a quarter felt the opposite citing unjustified length and complexity of the application process as the main reasons for their view. Reflecting changes to the grant applications process after 2008, the proportion who said that the work involved was in proportion to the amount of money they were applying for rises from 55% among those who applied before 2008 to 66% among those who applied after. When asked how the application process could be improved, just under three in ten respondents stated

that simplification would be helpful and a fifth felt the need for more support from HLF for applicants.

Respondents to this consultation were strong in their advocacy for HLF aiming to strike a balance between investing to build on what has already been achieved (i.e. sustainability of existing projects) and new projects that bring new benefits. Very few suggested HLF should prioritise one over the other. Many respondents did however add the caveat that projects should be expected to prove that they are sustainable before receiving ongoing funding and that they should not be encouraged to rely on HLF funding on an indefinite basis. Most respondents (three in five) agreed that HLF should extend its role to build the financial sustainability of voluntary organisations with initiatives to support organisational development. Advocates of this proposal were especially enthusiastic about its potential for improving skills in the sector. One in five disagreed with this extension of HLF's role, most of whom stated that it was not HLF's responsibility to do this and that it is covered by existing services.

Respondents to the consultation showed a strong appetite for HLF playing a larger role in the creation of a stronger heritage community to encourage philanthropy and more private supporters of heritage. Respondents also favoured the idea of HLF acting as an advocate for heritage and generally improving access to heritage by providing training, advice and education, facilitating partnership working and encouraging harder to reach groups and local communities to engage with heritage.

HLF Grant Programmes

The consultation provided respondents with the opportunity to comment on proposed changes to HLF's current grant programmes including small grants, medium-sized grants, Heritage Grants and the targeted programme. The changes proposed include simplification of the application process for the small and medium sized grants programme and raising the upper threshold for medium sized grants. Respondents typically agreed that the application process should be simplified as this would encourage smaller organisations to apply. There was, however, concern that simplifying the process could lead to ill-thought out projects being awarded grants.

The consultation also stated that for larger grants, over £50,000 (Heritage Grants), HLF had reduced the match funding requirements and respondents appreciated this reduction especially in light of the financial constraints put upon organisations by the current economic situation. A key finding was the need for flexibility from HLF, with some respondents suggesting that the level of match funding should be set on a case by case basis.

Targeted Programmes

Overall, there was agreement with the priorities that HLF has set in its targeted programmes; however, individual organisations' preferences varied depending on their sector. Often, respondents took into account the extent to which a grant would benefit the whole community when deciding on priorities. Grants perceived as targeting only certain audiences (such as the places of worship programme) received less support.

Respondents were open to increasing the size of the grant available for Young Roots and suggested that HLF consider ways of engaging young people further through longer running

projects with different cohorts of young people, advice on how to run a scheme and raising awareness of the programme.

There was some positive support for an increased focus on biodiversity and nature conservation as part of the Landscape Partnerships programme. Some respondents would like to see the grant expanded to cover less 'distinctive' landscapes and a broader definition of 'landscape', for example by including marine landscape. More than a quarter stated support for the Parks for People programme. Further feedback included the need to engage more with local authorities to understand why many have not applied for funding, and a need to simplify the application process. A relatively high proportion (45%) explicitly stated their support for the Places of Worship programme. Feedback on this programme included the need to preserve heritage of note-worthy places of worship (either in terms of history, biodiversity, community use or structural appearance) and to encourage more education about and participation in this type of heritage. In thinking about local places and communities, two-thirds agreed that heritage-led regeneration should continue to be a focus for HLF. Respondents who provided positive feedback stressed the reduced level of spending by local authorities in this area currently and hence the perceived need for investment from other funding sources.

Additional Opportunities and Challenges

HLF's proposals for actions and funding in climate change, digital heritage and skills were met with strong support from respondents. Just under six in ten said that they had strong support for HLF's proposals on climate change (assessing proposals for climate change mitigation and supporting relevant projects) stating that it is an under-appreciated issue and vital in ensuring sustainability for our heritage in the future. Those in opposition to the proposals felt that this is not HLF's responsibility and hence should not be a priority in their strategy. Others expressed concern that this might add complexity and burden to the application process.

Almost two-thirds support HLF's proposals for digital heritage (a change in funding structure to account for digital-only projects and encourage all projects to make use of digital technology). Just over one in ten do not support the proposals. Advocates stated that they are a good way to extend the reach of heritage projects to audiences who do not normally engage with heritage. Those in opposition were cautious about the requirement for *all* projects without considering the potential exclusion of those without access to digital media or the potential for digital access to dilute the intrinsic value of heritage. Priorities for digitisation were types of heritage that by their nature lend themselves to easier digitisation (i.e. archives, documents, church records etc) and also heritage that is deemed 'at risk of loss'.

Support for further HLF investment in targeted skills initiatives is very strong, with eight in ten stating their support for this initiative. Ensuring that the heritage skills necessary to safeguard heritage are available is a top priority for respondents, especially practical and specialist craft skills. Retention of knowledge and skills of those who are leaving the heritage sector due to an aging workforce and government cuts was also a key priority for respondents, as was ensuring that the staff who are retained are given adequate training. HLF is seen as having a critical role as a disseminator of best practice and training for the sector

When asked to what extent, if at all, they feel that HLF should do more to support heritage in private ownership, eight in ten said that HLF should do at least a little more. Respondents did

however add some caveats. For example, many stated that they supported more HLF involvement in this area, providing that their investment leads to greater public access to that heritage site or item/s. Similarly, their support of a greater HLF role in helping heritage in private ownership is only valid if HLF's money is being invested in something which has value and that HLF support does not lead to private profit. Many responses suggested that HLF should attach clauses to their investment in heritage in private ownership, such as a way of clawing back profits if the heritage item is sold or ensuring a shared ownership scheme where at least part of the heritage site or item/s that HLF invests in becomes the property of a co-operative or charity for example, adding a further safeguard to ensure public benefit.

Just over two in five of respondents felt that HLF purchasing heritage items in the future is important. However, many respondents went on to add that items should have clear public benefit, specifically to the UK. Those who saw less importance in HLF funding this area explained their view by saying that this should not be a priority for HLF and that HLF should focus on funding current collections rather than building new ones.

Just over half of respondents favoured a change of policy for urgent acquisitions, just under two in five respondents stated that they would prefer a re-running of the Collecting Cultures programme and three in ten were supportive of embedding the strategic collecting approach in existing programmes.

Overall views of HLF

Overall strengths and weaknesses cited by respondents mirror those that emerged from the stakeholder workshops, namely that HLF is to be 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 are largely concerning the applications process and potential to make this less labour intensive, especially for smaller projects.

2. Introduction

This report presents the results of the Consultation on the Heritage Lottery Fund's strategic framework from 2013 onwards. Consultations with stakeholders and the general public are a common and important feature in policy-making decisions for organisations like HLF as they allow those potentially affected by proposed changes in strategy and direction the opportunity to express their views and to have an input into the decision-making process.

Objectives of the consultation

The Heritage Lottery Fund is the UK's leading advocate for the value of heritage to modern life, currently investing around £250 million a year in new projects. However, against the background of a difficult economic climate, ensuring that the UK's heritage does not suffer unduly during these difficult times is a top priority.

This consultation comes in the context of new financial realities for heritage organisations. On the positive side, the Government's announcement of an increase in HLF's share of Lottery good causes income from 16.7% to 20% by 2012-2013, means that an extra £50 million will be spent on heritage each year. However, at the same time, reductions in Government spending mean that there will be around £700 million a year less public investment in heritage across the UK during the next five years. This will mean a fundamental re-design of heritage services provided through the public sector is needed and it is more important than ever to protect the legacy of investment and innovation that Lottery funding for heritage brings. Key challenges influencing the sector are:

- Decreased funding means that heritage organisations need to become even more deeply rooted in local communities, sustained by a combination of volunteering, local ownership, income generation and individual donations.
- Heritage organisations will need to be flexible to overcome the loss in public funding by revising business plans and combining greater earned income and private giving with volunteer involvement.
- The huge growth in the use of digital technologies is transforming the way people can share, learn about and manage heritage today. Supporting projects that push the boundaries in thinking creatively about maximising the potential of digital technology is vital to sustain a thriving heritage sector in the future.
- The effects of climate change threaten all types of heritage, putting species, buildings and collections at risk of loss or damage. Research and innovation is needed to create a low-carbon heritage sector at the forefront of developments in 'green' knowledge and technologies.

Before cementing its new strategy for 2013 onwards including its goals, programmes, and funding allocations, HLF wanted to hear the views of the people and organisations that have a stake in all parts of the UK's heritage. HLF's current Strategic Plan, 'Valuing our heritage: Investing in our future', identifies three key aims:

- Conserve the UK's diverse heritage for present and future generations to experience and enjoy;

- Help more people and a wider range of people to take an active part in and make decisions about their heritage; and
- Help people to learn about their own and other peoples' heritage.

As part of their planning for the period of the next strategic plan, due to run from April 2013 onwards, HLF commissioned Opinion Leader to conduct a public consultation on its future strategy. Open from 31 January to 26 April 2011, the consultation engaged with a range of stakeholders including: members of the public, voluntary groups, local, regional and national agencies, heritage and non heritage organisations. This consultation took place relatively early in the planning process to take account of the recent changes in the funding environment and because HLF may want to introduce some new initiatives in April 2012, in advance of the next strategic plan period. The consultation also provided a useful opportunity to understand whether the priorities identified by stakeholders in the current plan have been met, and what their priorities are for the next five to seven years.

3. Methodology

Who was the consultation aimed at?

The objective of the main consultation was to elicit a response to HLF's strategy proposals from stakeholders and interested parties including: members of the public, voluntary groups, local, regional and national agencies, heritage and non heritage organisations.

The proposals contained in the consultation document were fairly specialist in parts and often required a good deal of heritage sector-specific knowledge to provide meaningful responses, so a shorter parallel consultation was devised aimed specifically at the general public. This was launched on 14 February and closed on 26 April 2011.

What did the response form look like?

Interested parties were given an opportunity to provide their views about the proposals on a response form that was made available via two channels – online and paper. The consultation questionnaire was scripted into an online format and was accessed via a link on a page on the HLF website. For stakeholders who did not have access to the internet or preferred to fill in a hard copy, Opinion Leader provided a version of the questionnaire in PDF format which they filled in and posted back. Their responses were then manually inputted into online links to ensure their responses were included in the overall results. Some individuals and organisations provided an ad hoc response (i.e. not using the pre-designed form, for example, by letter, report, or personal e-mail) and where possible, these were also included in the analysis.

OL worked in close consultation with the team at HLF to produce a questionnaire with the following parameters:

- Questions relevant to the consultation topic.
- Objective and without bias.
- Written in plain English so that lay people could clearly understand the questions and were able to provide a clear and informed response.
- As consistent as possible across all response channels (web and paper).
- Quantitative and qualitative in nature.

In terms of the structure, a questionnaire was designed that included the following elements:

- **An introduction**, laying out briefly the background to the consultation, its intended uses, assurances on confidentiality, and instructions for completing /returning the form (tailored to each channel).
- Straightforward, **pre-coded questions** (i.e. the answer options are presented to the respondent), asking people for their overall level of support or opposition for proposals.
- Pre-coded questions were followed by questions asking people *why* they hold the views they do. These were **open-ended** (that is, people are asked to record their views in their own words, with no pre-set categories) to give people the opportunity to express any

views that they see as being relevant and minimising the need for separate submissions to be made.

- Questions to be used for the **analysis / breakdown of responses**: e.g. the capacity in which people were responding (i.e. individual or group / organisation respondent – and which group / organisation), their sector, region / location, organisation type, whether they are a grantee, and so on.

In terms of the content, the main stakeholder consultation questionnaire consisted of 72 questions and was divided into three sections. Respondents were invited to respond to 1, 2 or all 3 depending on their relevance. At the beginning of each section a short pre-amble was included to provide some context for the responses. The three sections can be summarised as follows:

- **Section 1** asked for views on HLF's strategic aims, how it works, the balance of its funding, and what it funds.
- **Section 2** asked for views on HLF's current funding programmes and what it might change in future.
- **Section 3** asked for views on some suggested new directions and measures to react to opportunities and challenges facing heritage organisations in the coming years.

The shorter general public version consisted of six questions preceded by a short introduction. The broad areas covered were:

- Breadth of HLF funding
- Locally specific heritage issues
- Balance of funding between large and smaller projects
- Any other comments about heritage lottery funding in the future

Both questionnaires were also available in Welsh.

Cognitive testing

The main stakeholder questionnaire was cognitively tested with five members of HLF's target audiences (with a spread across different sectors). This was done using a questionnaire specifically-designed to draw out what people understood the materials to be saying, what key messages were taken from them, and what suggestions they had for improvements in clarity, format etc. The five respondents were sent a link to the online survey, given a day or so to review and then a convenient time to discuss their thoughts over the telephone was arranged. Suitable participants were identified by OL in consultation with HLF, looking for particularly engaged stakeholders in HLFs target groups. Feedback from the cognitive interviews was then collated and given to HLF for consideration and subsequent changes were made to the questionnaire. The shorter public version was not cognitively tested as the content was substantially less complex.

Volume of responses received & breakdown by sector/region

Main survey

Overall, 1,069 complete responses were received, 1,065 in English and 4 in Welsh. Participants were given the option at the start of the survey to respond to all questions, or just some sections, the following table summarises how people chose to respond and shows that the majority chose to respond to the entire questionnaire:

Section	Number	%
Only section 1 - Our strategic framework and how we work	136	13 %
Only section 2 - Our current grant programmes	106	10 %
Only section 3 - New opportunities and challenges	94	9 %
All sections	732	69 %
Total	1068	100 %

Before completing the survey, participants were also asked *how* they intended to respond. The following table shows that the majority of respondents provided a response on behalf of an organisation or group of organisations:

Capacity	Number	%
As an individual¹	414	39 %
As an individual or group on behalf of an organisation	592	55 %
As an individual or group on behalf of a group of organisations	63	6 %
Total	1068	100 %

The full list organisations who responded is provided in the appendix.

The sector and organisation type in which respondents work breaks down as follows:

¹ Despite stating that they were responding 'as an individual' the majority of these respondents gave an organisation name or had some professional affiliation.

Sector	Number	%
Historic buildings and monuments	274	26%
Land and Biodiversity	185	17%
Museums, Libraries, Archives and Collections	142	13%
Industrial and Maritime Transport	24	2%
Intangible Heritage	3	*%
Other sector ²	440	41%
Total	1068	100%
Organisation type	Number	%
Community/ Voluntary	463	43%
Local Authority	187	18%
Church Organisation	165	15%
Consultant	112	10%
Other Public Sector Organisation	62	6%
Other	79	7%
Total	1068	100%

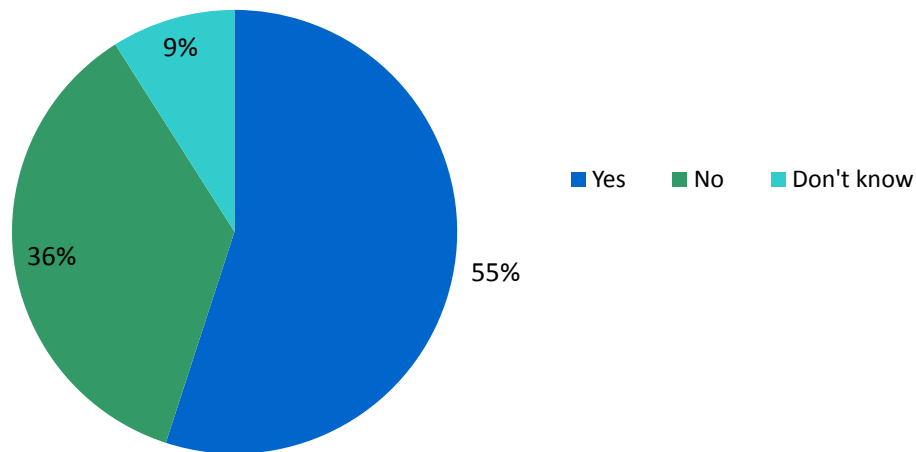
² See 'Attribution of quotes' paragraph later in this chapter for definition of 'other' organisation type/sector

Main survey respondents by region breaks down as follows:

Region	Number	%
South East	139	13%
London	138	13%
Yorkshire & Humberside	135	13%
West Midlands	101	9%
South West	99	9%
East of England	96	9%
North West	94	9%
East Midlands	74	7%
Scotland	65	6%
Wales	57	5%
North East	41	4%
Northern Ireland	19	2%
Unknown (did not provide)	7	1%
Overseas	4	*%
Total	1068	100%

Which organisations have received a grant from HLF?

Just over half of respondents are grantees



Q7a. Has your organisation ever received a grant from HLF? Base = 962

Just over half of respondents (55%) had ever received a grant from HLF, with just under a tenth (9%) uncertain as to whether a grant had ever been received.

Those more likely to have received a grant were Local Authorities (86%, Yes) and other public sector organisations (64%, Yes), the Museums, Libraries, Archives and Collections sector (67%, Yes) and the Land and Biodiversity sector (64%, Yes). Consultants (73%, No) and Church organisations (45%, No) were amongst the least likely to have received an HLF grant.

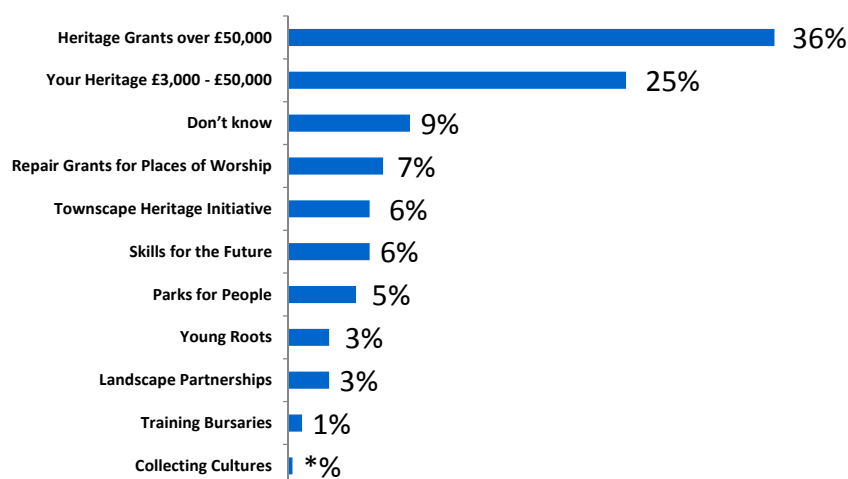
Under what funding programme was the grant made?

Over a third of respondents (36%) had received Heritage Grants over £50,000. Those more likely to have received a grant under this funding program were the Museums, Libraries, Archives and Collections sector (48%) and Other public sector organisations (54%).

A quarter of respondents were recipients under the Your Heritage £3,000-£50,000 program, with Community/Voluntary organisations (34%) and the Museums, Libraries, Archives and Collections sector (29%) more likely to have received a grant under this program.

9% of respondents were unsure of the particular program for which a grant had been received.

Heritage Grants and Your Heritage are most commonly received among respondents



Q7c. Under which funding program? Base = 525

Methodology of analysing responses

All online and paper responses were systematically logged. Data from the pre-coded questions was collated into data tables which give both numeric and percentage results for each applicable question. Sub-group analysis is also shown for key groups in these tables (different respondent types, region etc.). Campaign responses and petitions were not included in the aggregate results. The free-text (open-ended) verbatim comments, answers and responses were coded. This involved compiling a list of themes based on the open ended responses for each question into a 'code frame', which was then used to statistically analyse the responses in much the same way as the pre-coded questions.

Only additional or alternative 'white mail' responses (i.e. letters or emails that did not follow the questionnaire format or specifically answer the consultation questions) from individual respondents that could reasonably be matched to the general thrust of the questions in the consultation questionnaire were included in the analysis. Organisational or individual responses that could not be coded were logged and provided to HLF for separate review.

The code frame was initially developed early in the consultation process. The first 75 completed response forms were used to build the preliminary code frame and it was continually refined throughout the duration of the consultation process. The code frame itself was 'organic' in that the coding teams had the flexibility to raise new codes when it was felt that genuinely new issues

or terminology were appearing, and re-visit other codes previously allocated to see if they should be re-allocated.

All pre-coded and open question data is 'unweighted' – i.e. the results are an exact reflection of the numbers / types of submissions received. Linked to this, the results cannot be extrapolated to represent 'public/stakeholder opinion' or any similar concept. **They are simply the collective views of those people responding to the consultation.** This principle reflects that for any 'self-selecting' sample.

Stakeholder workshop

As part of this consultation a workshop among stakeholders was facilitated by Opinion Leader on behalf of HLF on 5th April 2011. The purpose of the workshop was to engage a small group of senior stakeholders from a variety of organisations in a discussion of key emerging findings from the consultation, and also allow them to discuss any other key issues contained in the consultation.

Delegates were divided into two groups of 6 each containing stakeholders from a variety of organisations in order to facilitate debate and a fertile exchange of views. HLF staff were on hand to act as expert witnesses should any of the delegates wish to ask specific questions about their policy, strategy or the consultation itself.

The workshop ran for 2.5 hours and was split into 3 sections. The first was an introduction presentation from HLF and Opinion Leader on the objectives of the consultation, the subjects covered and the planned next steps for HLF once all of the results are in. The second was a general discussion of the key functions and achievements of HLF, their relative importance and how well HLF is performing on each. The final section required stakeholders to react to and discuss interim results for nine areas from the consultation in detail.

Summary results and a list of delegates are provided in the appendix.

Communications and engagement activity by HLF

HLF also conducted a considerable amount of consultation events themselves – a list of these is provided in the appendix, and feedback from these will be taken into account in HLF's detailed planning process.

Interpretation of results

Consultation exercises such as this one are different from sample survey research and serve a different purpose. A consultation such as this does not generate the responses of a representative sample of HLF stakeholders or the general public, nor do the responses always fully provide the views of those responding on every relevant matter contained within the strategy proposals. Therefore, a consultation should not be taken as a comprehensive statement of stakeholder or public opinion.

When interpreting the results presented in this report, it is important to consider the limitations of this type of consultation in measuring the detailed views of HLF stakeholders and interested parties. The key advantage of a consultation over opinion polls or sample surveys is that the **whole population are offered the potential opportunity to take part**, making it more of a democratic tool. However, it is a less effective way of measuring how widely held particular opinions are in the population as the results of a consultation are comprised of those **who chose to respond** to the consultation – i.e. it **may over-represent some demographic groups who were disproportionately likely to respond**, and may also **over-represent particular views** in the same way. Therefore the results cannot be used to generalise or extrapolate in the same way as a representative sample survey.

Furthermore, as was the case with this consultation, responses often consist of a brief **open response** to a lengthier proposal thus these responses are subject to a certain degree of interpretation. In particular, those who responded that they were in favour a proposal might well not have recorded their support for all the specific elements of the proposal, while opponents who cite one aspect of a proposal as their reason for opposing it cannot be assumed to be supporting of, or indifferent to, every other aspect purely because they did not mention it. Hence it is unlikely that a true measurement of opinions on particular details of the strategy proposals, even of those who responded to the consultation, can be achieved merely by tallying the number of favourable and unfavourable mentions in participants' responses. Moreover, in this consultation many participants provide **a qualified response** to such the open-ended questions – e.g. *I would be in support of x if HLF do y*, making it difficult to classify the response as 'in support of' or 'opposed to'.

Attribution of quotes

Throughout, we have attributed quotes to an individual's job role, organisation type and heritage sector. When organisation type is given as 'other' these are respondents who only provided acronyms for organisations, HLF Board/Expert panel/Committee members, self-employed or retired respondents. Where 'other' sector is given it covers the following:

- a) Organisations that don't represent a particular part of the sector, but work with heritage to achieve their social or economic objectives. UNLESS the job description makes it clear that a respondent IS strongly associated with a particular part of the sector e.g. Biodiversity officer, archives manager. This sub-set includes local authorities, universities and lots of community / voluntary organizations.
- b) A few organisations that work across all parts of the sector e.g. British Waterways / National Trust
- c) Consultants. (not categorised by sector),
- d) Universities – UNLESS from a department / academic with a clear link to a particular part of the sector
- e) People responding in a personal capacity as volunteers, students, retirees.

4. Main Findings

4.1. Section One: HLF's strategic framework and how it works

Summary

HLF has proposed changes to its strategic framework and how it works to continue delivering funding for the enormous variety of heritage organisations and projects across the country. These questions focused on simplification of message, opportunities to work more strategically, priority given to at-risk heritage, simplifying application processes, providing support to less experienced organisations and prioritising development support for particular areas, social groups and types of heritage that have received least funding in the past.

The proposals were generally well received, particularly in relation to working more closely and locally with organisations, providing support and prioritising funds for 'at risk' heritage. Respondents were also supportive of the simplification of the three aims to a single aim and were mostly in favour of supporting heritage that has benefited the least from funding.

There was disagreement on the suggestion to target more funds to identified strategic needs and to reduce the amount of funding available through open programmes, with more respondents disagreeing with the initiative than agreeing.

Just over half of respondents had received a grant from HLF, and most of those who hadn't received grants had not applied for them. The majority of respondents agreed that the work involved in completing an application for a grant was in proportion to the money they were asking for.

Historic buildings and monuments' were deemed the most in need of funding. When it came to providing financial support to existing or new projects, respondents preferred not to choose, stating the importance of both and suggested that the ideal would be striking a balance between the two.

Most agreed with the proposal to extend the HLF role to building the financial sustainability of voluntary organisations and respondents were also supportive of the idea to encourage and help implement match funding for endowment building as well as suggesting that HLF could act as a advocate for the heritage sector, using its influence to alter legislation to better protect heritage for the future and on changes to the tax regime to encourage philanthropy.

The strategic framework

HLF invests in heritage that people value. This is key to sustaining it in good condition, to be enjoyed and explored now and in the future. HLF funding has enabled more people to have a greater say in the care and management of the UK's heritage.

HLF currently has three strategic aims of 'conservation', 'participation' and 'learning', which have driven a progressive agenda since 2002.

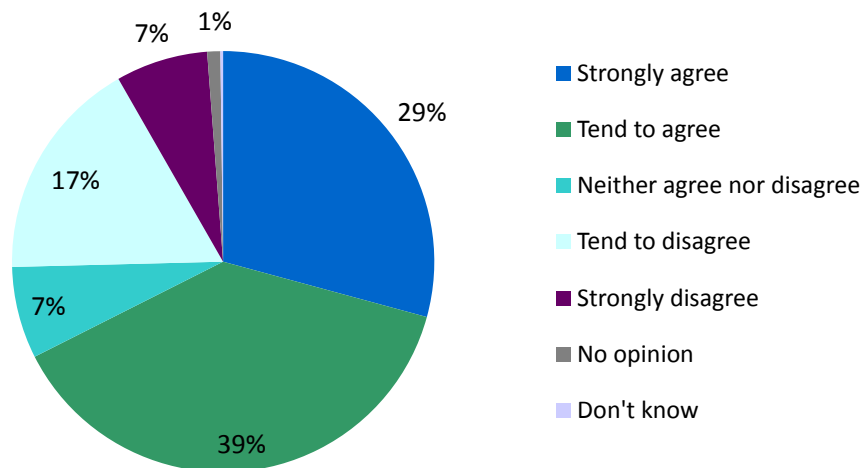
HLF considers this integrated approach remains the right one for a Lottery funder and plans to continue with this strategic direction in future, but believes it could simplify how this is expressed by adopting a single strategic aim.

Every project HLF funds should be able to show how it is 'making a positive and lasting difference for heritage and people.' This would underpin all of the grant programmes and initiatives and aims to provide a more straightforward approach to the application and assessment process.

Response to the single strategic aim

There was general endorsement of the proposition to express the three strategic aims of conservation, participation and learning as a single aim with 67% of respondents agreeing. Just under a third (30%) supported this for reasons of clarity and simplification.

Broad support for a single strategic aim



Q1a. To what extent do you agree or disagree we should express our current three strategic aims of conservation, participation and learning as a single aim in future – ‘making a positive and lasting difference for heritage and people’? Base = 962

“Applicants need clarity to better understand if their project is relevant and one overall objective helps with clarity...” (Director, Other, Consultant)

It was also considered by just under a quarter of respondents (22%) that the new single aim was more flexible and less prescriptive:

“I think the statement is clearer and conveys all the meaning of the earlier version while allowing more flexibility of interpretation.” (Head of Museums, Local Authority, Museums, Libraries, Archives and Collections)

Those from Other Public Sector organisations (74% Strongly/Tend to Agree) and Church organisations (72% Strongly/Tend to Agree) were notably supportive of the proposition. There was also a marked difference between those who had received a grant from HLF and those who hadn’t with those who had being more likely to disagree with the proposition than those who hadn’t (27% v. 20%).

A fifth of respondents stated that the single aim was unclear and woolly:

“The revised statement is less focused, and there is a danger it will feel woolly and less clear to those outside the sector, and to those applying for grants.” (Community/voluntary, Museums, Libraries, Archives and Collections)

A number of respondents were positive about the switch to a single aim but were concerned that guidance should be provided to bidders to avoid misinterpretation and difficulties in assessment;

“If the new phrasing is used on its own, it does not provide any clues to interested people that 'conservation, participation and learning' are the activities that they would be expected to include. It therefore presents scope for misunderstanding, misinterpretation and unnecessary disappointment. It would also present difficulties for the assessment of applications because it would be difficult to compare 'like with like' - and this raises issues of assessment criteria, quality control, and equality of opportunity. Any organisation that is responsible for distributing public money and grant aid should take all possible measures to avoid confusion for applicants and the public at large as well as for their own systems and processes. If a more general statement is adopted, it should be supported by a clear indication of the type of objectives that are expected in projects supported by HLF and that are 'measurable', e.g. conservation, participation and learning.” (Academic, Community/voluntary, Museums, Libraries, Archives and Collections)

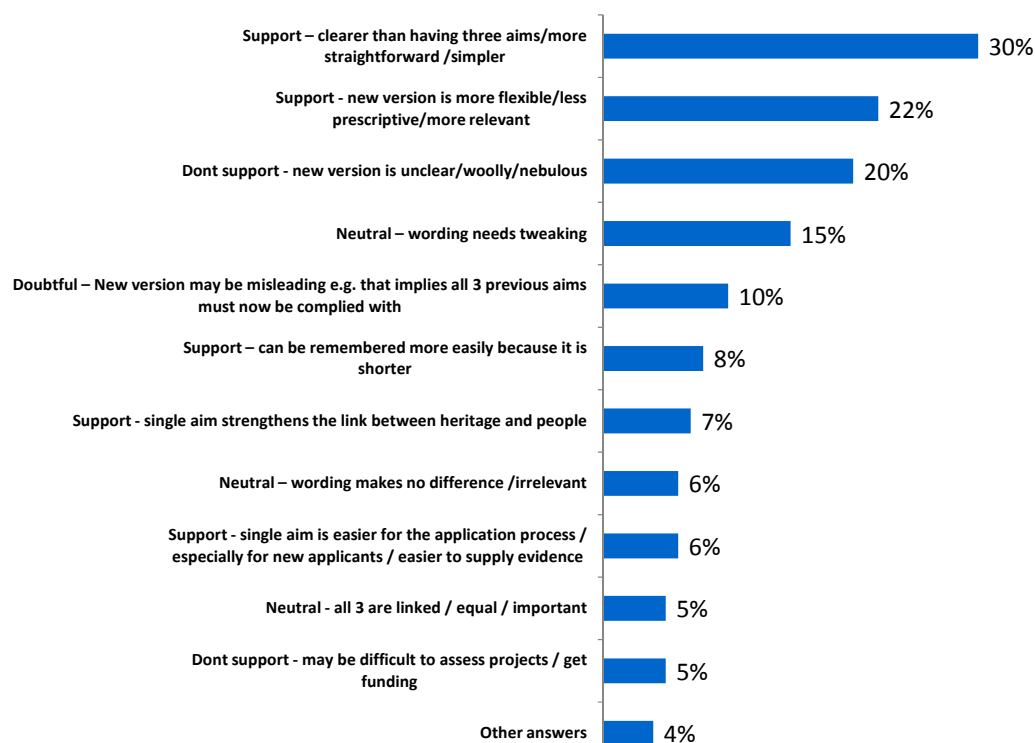
“Nothing wrong with trying to combine existing priorities in a single way but need to be careful the elements aren't lost in a catch all phrase that actually means little to potential bidders. Have no problem with the phrase as proposed but think it will mean many different things to different people. Ensuring that project applications include participation, training, learning etc elements will still need to be spelt out in the guidance.” (Head of Museums & Galleries, Local Authority, Museums, Libraries, Archives and Collections)

“We like the wording as a strategic statement, but still think that underlying it there should be guidance along the lines of the existing strategic aims which give applicants specific criteria buttons which they know they must meet.” (Chief Executive, Church organisation, Historic Buildings and Monuments)

“This approach may provide clarity and an appropriate level of flexibility to respond to individual circumstances, however it will be very important how this single aim is defined in guidance and application forms, so what lies beneath this will be just as important.” (Director, Local Authority, Land and Biodiversity)

The wording was also considered an issue by those who were neutral to the proposition with 15% stating that it needed tweaking.

Reasons for support/ opposition to a single strategic aim



Q1b. Why do you say that? Base = 883

Balance and direction of funding

HLF anticipates making grants of all sizes from £3,000 to over £5 million, combining open application funding opportunities with strategic programmes and targeted initiatives. HLF works closely with organisations across the heritage and voluntary sectors, and other agencies and partners, both at local level and UK-wide. This enables it to be a responsive funder, to 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. Decisions on its main open programme - Heritage Grants - up to £1 million will continue to be made by local decision makers on the 12 committees around the UK.

In future HLF expects to continue to be an open and responsive funder, as well as making targeted interventions to meet identified needs. HLF could also solicit applications more frequently (that is, invite applications from specific organisations) in order to focus its funding on strategic priorities for heritage.

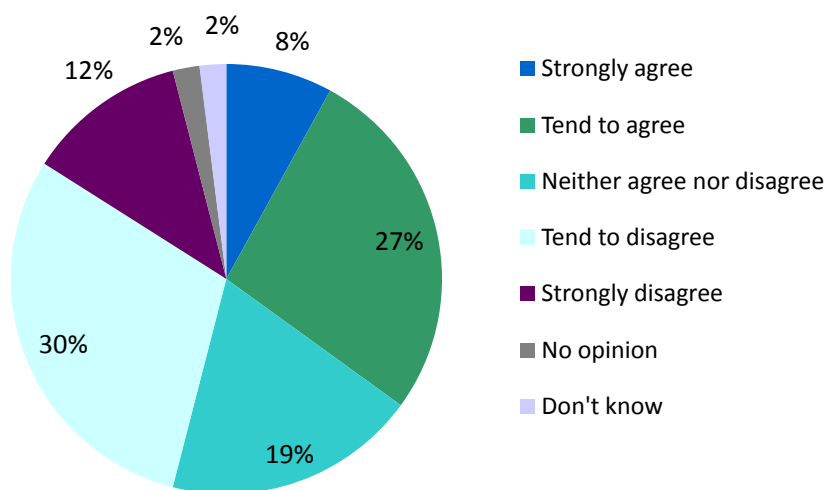
Response to the proposal to make more funding available through targeted programmes and less through open programmes

There was a fairly even split of agreement and disagreement on the initiative to target more funds to identified strategic needs and reduce the amount of funding available through open

programmes with slightly more respondents disagreeing with the proposal (42%) than agreeing (34%). Nearly one fifth of respondents (19%) were neutral.

Those from Church organisations were notably against the initiative (26% agreeing, 51% disagreeing) and Consultants were notably in favour of the initiative (48% agreeing, 35% disagreeing).

Mixed views on targeting more funds to identified strategic needs



Q2a. To what extent do you agree or disagree that we should target more funds to identified strategic needs?
Base = 962

The most mentioned reason (24%) for support of the proposition was that updating HLF's offer was desirable as it was key to prioritise expenditure effectively:

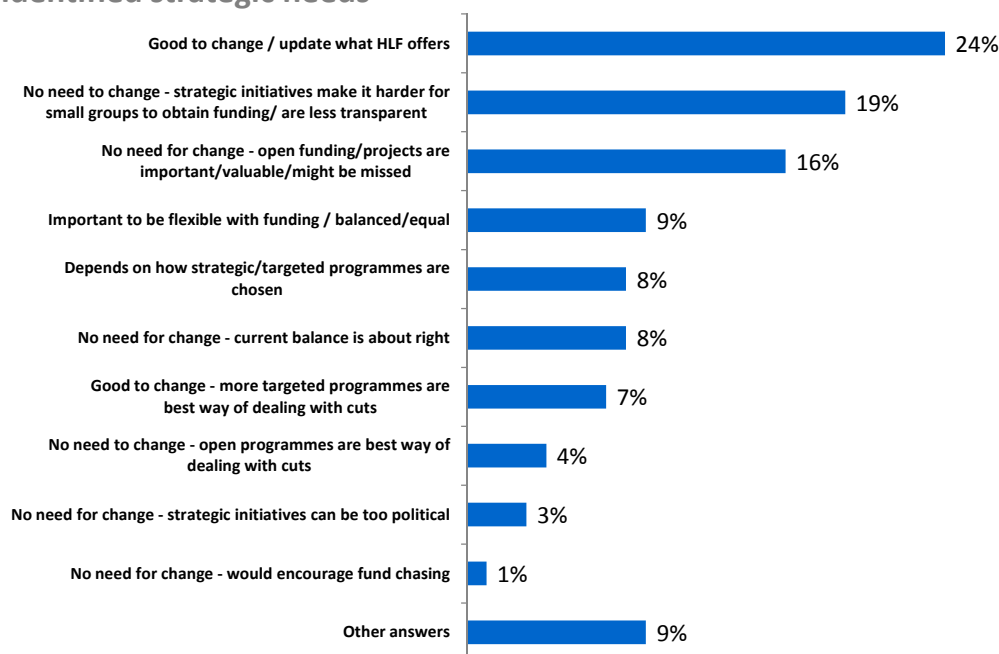
"Targeting allows the funds to be allocated in terms of priority and risk. I still think it's important to have some flexibility and allow people to say what is important to them, but in terms of directing money most effectively targeting should mean that it goes to the heritage most in need."

(Church Building Support Officer, Church organisation, Historic Buildings and Monuments)

However, those against the proposal were concerned about a loss in transparency and that it would be more difficult for small groups to obtain funding (19%).

"I think most lottery funding should be open for public application and not for 'strategic needs' which the public has no say in determining. Danger of political correctness or bias here."
(Trustee, Community/voluntary, Museums, Libraries, Archives and Collections)

Reason for support/opposition to targeting more funds to identified strategic needs

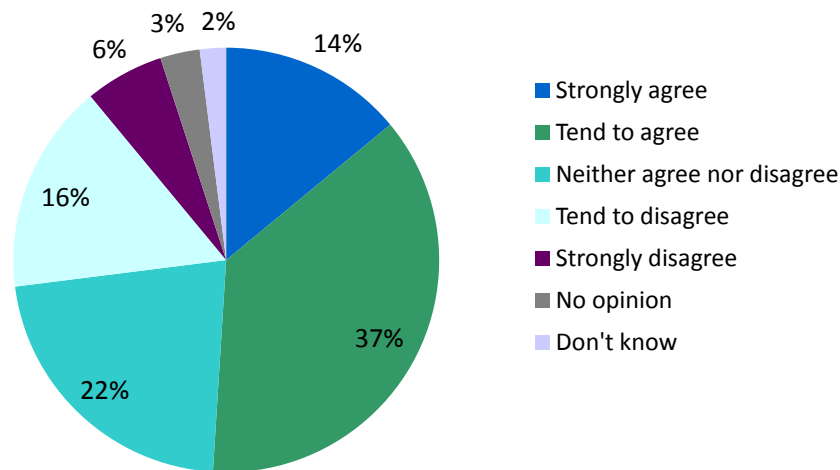


Q2b. Why do you say that? Base = 861

Response to the more frequent solicitation of applications

Just over half of the respondents (51%) agreed that HLF should solicit applications more frequently in order to focus funding on strategic priorities, with Consultants the greatest advocates (60% agreeing).

Majority support for more frequently soliciting applications



Q2a. To what extent do you agree or disagree that we should solicit applications more frequently, in order to focus our funding on strategic priorities for heritage? Base = 962

The top reasons given for support were that this would enable HLF to be more responsive to communities' heritage needs (23%) and that it would also encourage more innovation and daring in applications (18%);

"A more proactive approach would probably encourage a greater range of applications and encourage applicants to be more 'daring'. However, you'd need to be careful about raising expectations only for applicants to be disappointed if their proposals in the end weren't really what you were looking for. Might need quite a lot of hands on interaction after the initial solicit." (Director, Community/voluntary, Museums, Libraries, Archives and Collections)

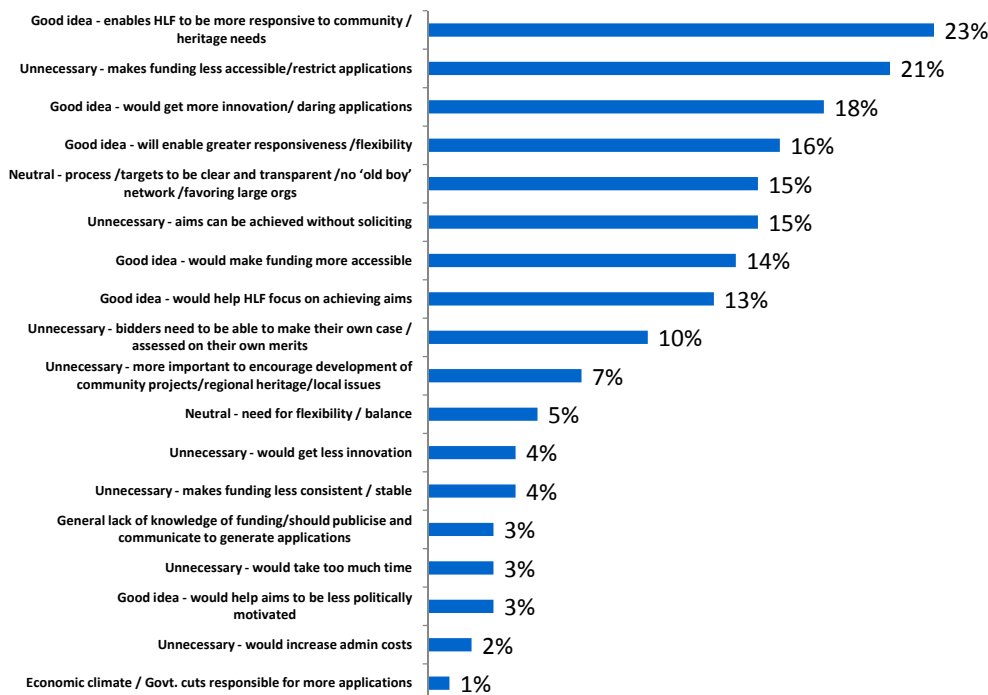
Over one fifth (22%) of respondents were neutral to the idea, with 15% of those citing concerns about transparency in the process and the potential for favouritism.

"It depends where you solicit them from and whether you talk to the right people and not just the loudest voices." (Local Secretary, Community/voluntary, Land and Biodiversity)

22% of respondents disagreed with the idea with 21% of those providing responses as to why they disagreed stating that it was unnecessary and that funding would be less accessible.

"People are becoming more familiar with the system and how it operates. To change this would cause unnecessary issues such as increased administration to affect the changes and confusion for groups trying to obtain funding." (Partnership Archivist, Community/voluntary, Museums, Libraries, Archives and Collections)

Why should/shouldn't HLF solicit applications more frequently?



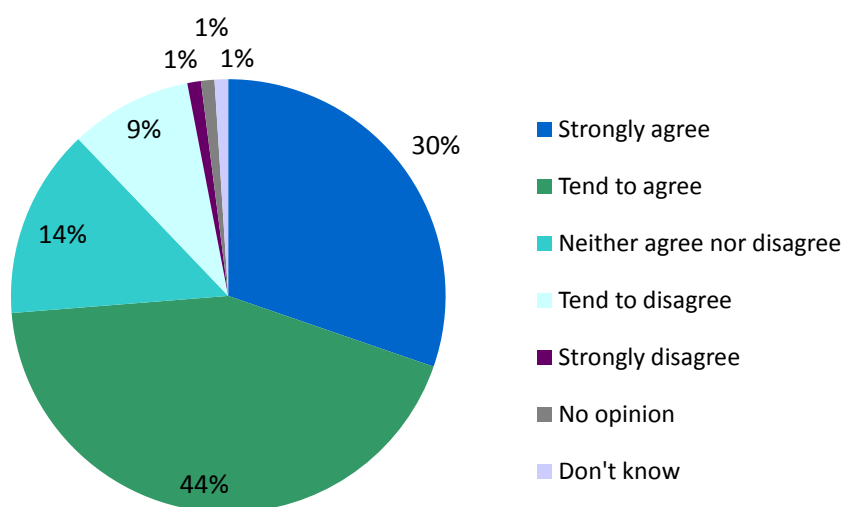
Q3b. Why do you say that? Base = 797

Those who disagreed with the idea of increased solicitation also suggested that HLF's aims can be achieved without soliciting applications (15%).

'Response to prioritisation of 'at risk' heritage

Nearly three quarters of respondents (73%) agreed with the suggested prioritisation of funding 'at risk' heritage and all organisation types shared this point of view with all aggregate agree scores outweighing the aggregate disagree scores.

Strong agreement for giving priority funding of 'at risk' heritage



Q4a. To what extent do you agree or disagree that we should give priority to funding for heritage identified as being 'at risk'? Base = 962

The reasoning given by over half (52%) was, unsurprisingly, that 'at risk' heritage is in most need of protection;

"Because where something is at risk it may be lost altogether in a short time; where it is not at risk it can be dealt with incrementally or as funds are available." (Other, Other sector)

A low number of respondents disagreed with the prioritisation (11%) with 15% of those providing reasons arguing that it should be decided on a case by case basis and that heritage 'at risk' does not necessarily mean heritage of worth or quality;

"Because 'at risk' does not necessarily mean that there are any people issues or benefits that might arise if funds were directed this way." (Project Coordinator, Community/voluntary, Industrial, Maritime and Transport)

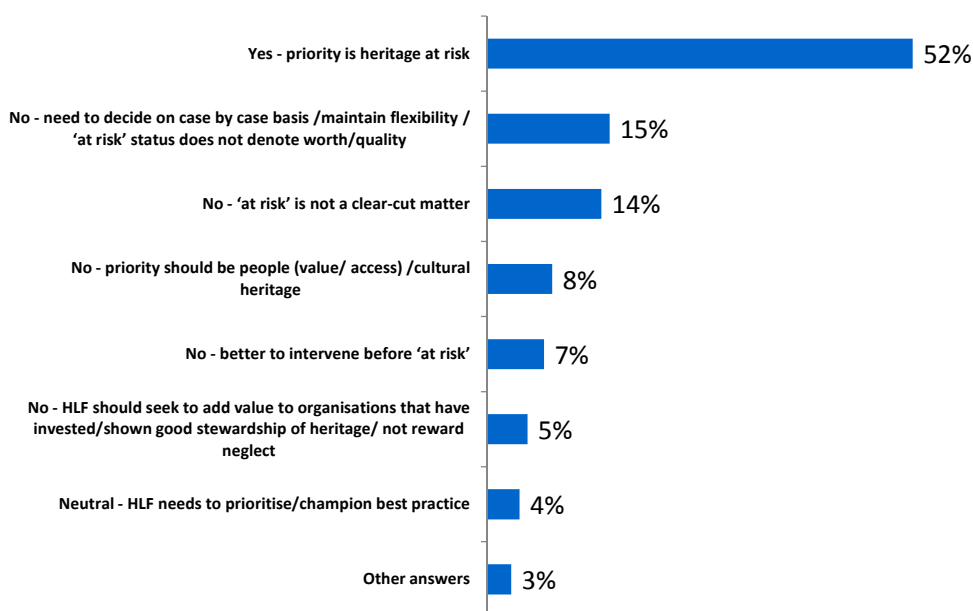
A fifth of the Land and Biodiversity sector disagreed with the prioritisation because 'at risk' was not a clear-cut matter. Some respondents considered that 'at risk' would necessarily mean 'tangible' heritage would be protected at the expense of 'intangible' heritage which some respondents stressed was of equal importance;

"If it's at risk that generally means it's tangible. How will you identify what's at risk in the intangible sense? An organisation at risk of disappearing through lack of funding but which performs a vital back office function for heritage is going to miss out on funding if you go down the at risk route. Surely capacity building would be a better way to focus funding, enabling

organisations to respond to the vital needs of the sector.” (Head of Development, Community/voluntary, Historic Buildings & Monuments)

“It is difficult to define ‘at risk’ areas within heritage. One of the key heritage areas that RCOs work in is the preservation of cultural and language traditions - these may often fit in to the category of ‘intangible heritage’ in your documentation. This heritage is often at risk in migration transitions and can play an important part in maintaining intergenerational relationships and links. Some groups will use these cultural traditions (through food and cooking for example) to build and maintain links between communities. It is important to remember that refugee communities are enormously diverse and have a huge range of cultural traditions.”(Project Initiatives Manager, Community/voluntary, Other sector)

Reasons for support/opposition to priority funding 'at risk' heritage



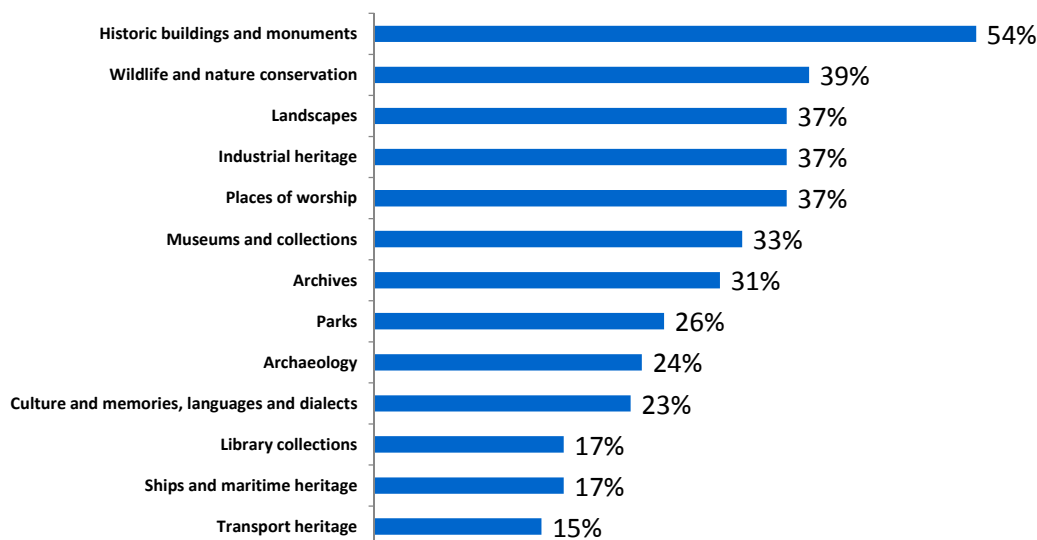
Q4b. Why do you say that? Base = 856

Areas in most need of funding

‘Historic buildings and monuments’ were deemed the most in need of funding with 54% of respondents stating that this area of heritage had a ‘Significant funding need’; a total of 84% of respondents agreed that this had at least ‘Some funding need.’ Only 1% of respondents considered that this area had ‘No funding need.’ Unsurprisingly, organisations from the Historic Buildings & Monuments sector were the most notable advocates of funding ‘Historic buildings and monuments’ with 74% stating there was a ‘Significant funding need. Church organisations were strong advocates with 69% stating there was a ‘Significant funding need’ but there was uncertainty

in the Land and Biodiversity sector with 27% answering 'Don't know' , compared to an average of 14%.

Ranked on 'significant funding needed'



Q4b. Taking account of the achievements of Lottery funding since 2002, what areas of heritage (if any) do you consider to be still in need of funding? Base = 962

However, only 13% of those providing reasons for their views justified their support for 'Historic buildings and monuments', with many stating their regional and national importance:

"...historic buildings and monuments - key to attracting visitors regionally and nationally so contribute to the overall economic regeneration of areas around them." (Senior Officer, Local Authority, Other sector)

"Historic buildings are frequently in need of urgent funding and they comprise a major component of our tourism product but they are also one of the most vulnerable assets." (National Strategy Manager, Other Public Sector, Other Sector)

Just under two in five of respondents (39%) considered 'Wildlife and nature conservation' to have a 'Significant funding need'; a total of 73% agreed that this area of heritage had at least 'Some funding need.' Unsurprisingly, the Land and Biodiversity sector were notable advocates of funding 'Wildlife and nature conservation' with 81% stating there was a 'Significant funding need' and a small percentage (2%) answering 'Don't know.' Other sectors were less supportive of this funding need (Historic Buildings & Monuments (21%); Museums, Libraries, Archives & Collections (28%) 'Significant funding need').

In contrast, 18% of Church organisations stated that ‘Wildlife and nature conservation’ had ‘No funding need’ (versus an average of 8%) and only 16%, the lowest percentage of all types of organisations, considered there was a ‘Significant funding need.’ Just under a quarter (23%) of those who provided reasons for their opinion argued that the natural environment needed protection due to its fragility and degree of biodiversity.

“The natural environment needs supporting more on a strategic scale, looking at large areas for conservation in the light of climate change. The loss of biodiversity is still huge, and needs significant funding made available to protect and enhance it for future generations, both in terms of environmental ecosystems and green infrastructure.” (Chief Executive, Community/voluntary, Other sector)

The heritage areas of ‘Landscapes’, ‘Industrial heritage’ and ‘Places of worship’ were similarly matched by respondents in terms of ‘Significant funding need’ with 37% each; a total of 76% of respondents agreed that ‘Industrial heritage’ had at least ‘Some funding need’, 75% of respondents agreed that ‘Landscapes’ had at least ‘Some funding need’ and 68% of respondents agreed that ‘Places of worship’ had at least ‘Some funding need.’ 9% of respondents considered that ‘Places of worship’ had ‘No funding need’, 7% considered that ‘Landscapes’ had ‘No funding need’ and 2% that ‘Industrial heritage’ had ‘No funding need.’

Notable advocates of funding for ‘Industrial heritage’ included, unsurprisingly, the Industrial, Maritime and Transport sector (86% ‘Significant funding need’), Local authorities and other public sector organisations (47% and 52% respectively for ‘Significant funding need’). Although only 7% of those providing reasons for their views justified their support for industrial heritage, other respondents suggested that ‘Industrial heritage’ has already greatly benefited from HLF and that protecting ‘Industrial heritage’ should be limited:

“...only some industrial heritage needs conserving - there has to be room for new industries and there is a limit to space in the UK.” (Hon Secretary and Trustee, Church organisations, Historic Buildings & Monuments)

Although those that provided justification for protecting ‘industrial buildings’ suggested they had been overlooked;

“Industrial heritage is a bigger part of our history and culture than is given credit and needs a higher focus; this should be in conjunction with historic buildings and monuments.” (Regeneration Officer, Local Authority, Other sector)

Unsurprisingly, the Land and Biodiversity sector were strong advocates of funding ‘Landscapes’ heritage with 75% considering there was a ‘Significant funding need.’ The Historic Buildings & Monuments sector were less supportive of funding for ‘Landscapes’ with the highest percentage of sectors stating there was ‘No funding need’ (11%) and less than a fifth (19%) stating there was a ‘Significant funding need.’ Among the reasons provided for views, there was suggestion that ‘Landscapes’ are an important part of heritage but are at great risk:

“Landscape is an important aspect of the heritage and beauty of the English countryside. But, with ever increasing pressure on the countryside, from demands for housing to changing agricultural practices, the countryside risks becoming increasingly homogenous in character. Given this, there is

a continued and crucial need to show people why landscape character matters...”
 (Policy Officer, Community/voluntary, Other sector)

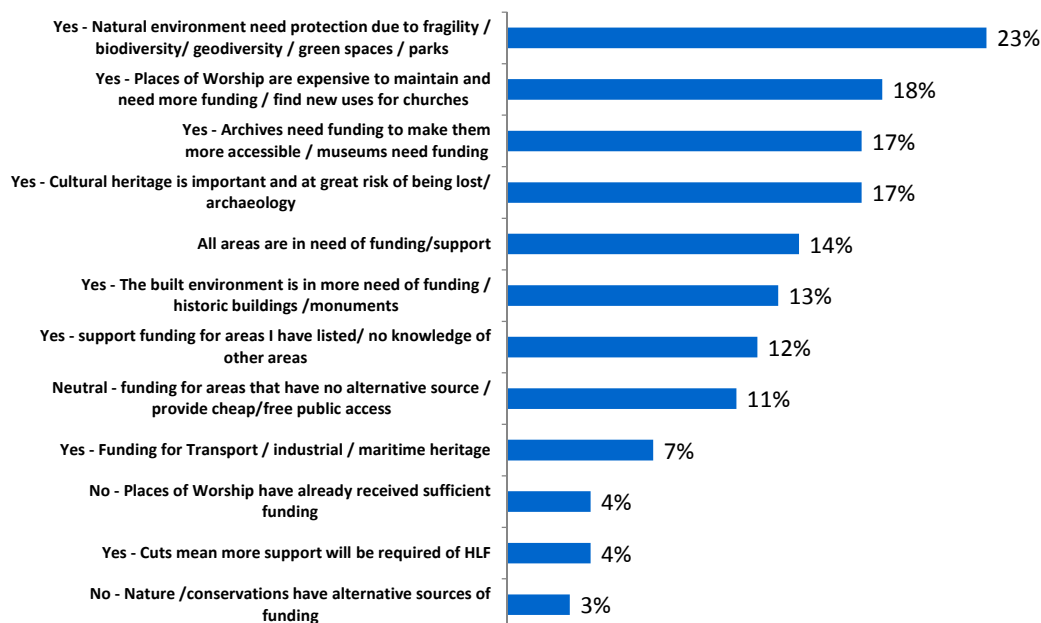
Others suggested that funding for ‘Landscapes’ was available from other sources and also made the case that the natural environment and the UK landscape evolve naturally:

“...landscapes and wildlife are all naturally regenerating features. They evolve by their very nature and always have done so.”
 (Chairman, Community/voluntary, Land & Biodiversity)

The Historic Buildings and Monuments sector were significant advocates of funding ‘Places of Worship’ with 77% stating there was a ‘Significant funding need.’ The Land and Biodiversity sector were considerably less supportive and more uncertain regarding funding ‘Places of Worship’ with only a tenth stating there was a ‘Significant funding need’ and 41% answering ‘Don’t know.’ Unsurprisingly, Church organisations were the strongest advocates (92% ‘Significant funding need’). Though 18% of those providing reasons for their views supported funding of ‘Places of Worship’ because of the expense of maintenance, the concept of supporting faith structures was considered controversial by some:

“A low priority for places of worship because these are inevitably principally for defined sections of the community, not for the benefit of all.”
 (Director, Community/voluntary, Land & Biodiversity)

Reasons for supporting particular areas of heritage



Q4b. Why do you say that? Base = 769

How HLF works

HLF understands that organisations value the range of support activities it offers, and the research and evaluation it does to understand the effect of its grants, share learning and improve its funding practice. HLF gives pre-application advice, produces guidance on good practice in key areas, provides mentors and development grants where needed, and works closely with applicants and grantees. HLF believes this approach benefits the organisations applying, ensures HLF is funding imaginative and robust projects, and helps to make funding more accessible to a wide range of groups.

HLF will continue to support less experienced organisations in making applications. HLF wants to make the process of applying as straightforward as possible. It is considering how to tailor support for individual applicants and grantees further, taking account of their experience.

Response to importance of working closely with organisations at the local level

Working closely with organisations and responding to needs at local level in addition to operating within a UK-wide strategic framework was considered at least 'Very Important' by 88% of the respondents with 60% considering this approach 'Essential.' Notable advocates included Local Authorities (63% 'Essential') and Consultants (68% 'Essential') and it was considered that close support and guidance were important for reasons of fairness;

"Support, guidance and advice are critical to small/volunteer/one person museums... If HLF does not provide support in each stage of the process then it will limit applications to the best funded organisations. To increase diversity support is needed. Support must continue through the process to ensure proper audit of funding given and sustainable outcomes."

(Development Officer, Community/voluntary, Museums, Libraries, Archives and Collections)

57% of those providing reasons for their views considered that identifying the needs of and providing for inexperienced, smaller organisations was important. The Historic Buildings and Monuments sector (65%) and Church organisations (72%) were notable advocates of this viewpoint. 30% considered responsiveness was what was required, with those who had received grants more likely to take this view than those who had not received grants (35% vs. 22%)

Response to importance of providing support to applicants and grantees throughout the grant administration process

Providing support to applicants and grantees throughout the grant administration process was considered at least 'Very Important' by 90% of the respondents with 59% considering this approach 'Essential.' Only 1% of respondents considered this approach 'Not very important' with no respondents considering it 'Not at all important.'

63% of those providing reasons for their views considered that the approach improves the application process over time and ensures an efficient delivery of funding.

“Without support in understanding the HLF's priorities and paperwork, it is difficult to see how any organisation could mount a major funding bid.”

(Director, Community/voluntary, Museums, Libraries, Archives and Collections)

26% of those providing reasons for their views considered that the approach ensures a wider representation of applicants and encourages smaller, less experienced organisations to apply:

“The process of applying is a huge undertaking in terms of resources and timescales. The worry is that this puts organisations off applying, but the support offered in our experience would help to overcome this.”

(Development Manager, Community/voluntary, Land & Biodiversity)

“...it encourages organisations that would otherwise lack the skills to apply.” (Consultant, Church organisations, Historic Buildings & Monuments)

Response to importance of providing locally based help to organisations less experienced in making applications

Providing locally based help to organisations less experienced in making applications was considered at least ‘Very Important’ by 81% of respondents with just over half (51%) considering this approach ‘Essential.’

62% of respondents providing reasons for their views considered that this local support is needed to improve the quality of applications. Notable advocates of this viewpoint included the Land and Biodiversity sector (75%), Local authorities (71%) and other Public Sector organisations (74%):

“This would increase the quality of applications submitted therefore helping people’s chances of being successful in applying for funding support.”

(Project Officer, Community/voluntary, Other sector)

The importance of local knowledge was also stated as justification for this approach, with 37% of respondents citing this reason:

“A local support structure is useful as long as they have an understanding of local trends and issues which will be impacting on the applicant and the "environment" in which they operate.”

(Project Coordinator, Community/voluntary, Other sector)

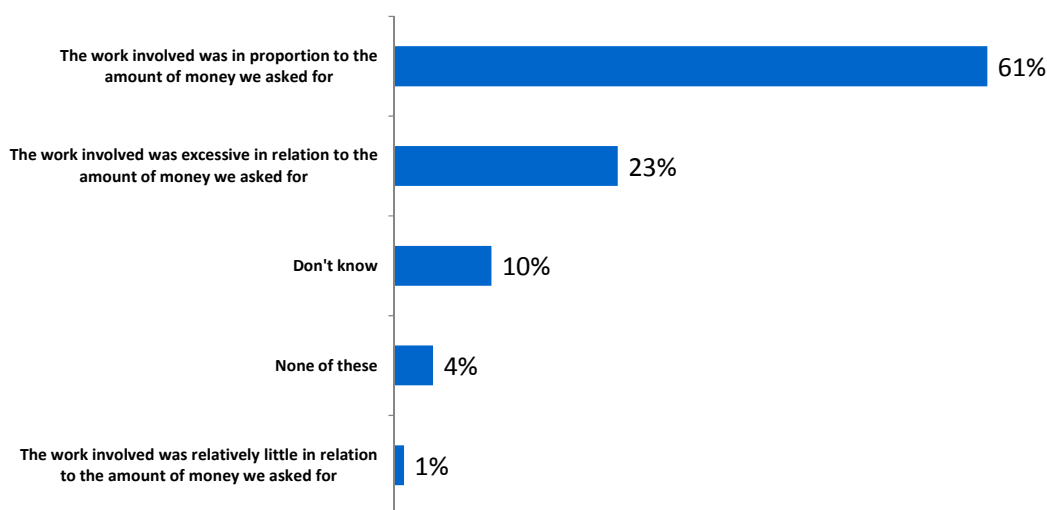
Once again, a number of respondents providing reasons for their views (33%) considered that smaller organisations would be assisted by this approach.

Which statement most closely reflects opinions on the amount of work involved in application process?

As mentioned in the introduction to this report, half of respondents to the main consultation (55%) were HLF grantees – 36% of these having received a Heritage Grant and 25% a Your Heritage grant, with the remainder roughly split across other programmes.

Nearly two thirds of respondents (61%) considered that the work involved in the application process was in proportion to the amount of money asked for, with those who have received grants more likely to agree with this statement than those who had not received grants (62% vs. 51%). Those who provided reasons for their views considered that the length and complexity of the application process was justified considering its nature and that the money came from public funding (41%):

Most feel the work involved was proportional to the amount of money asked for



Q8a Which of the statements below most closely reflects your opinion of the amount of work involved in the application process, bearing in mind that Lottery money is public funding? Base = 572

Only those who had experience of the HLF application process were able to provide views on the work involved in the application process. The majority of respondents who had been successful in applications for grants were of the opinion that the work involved was in proportion to the money asked although this opinion was held by just over half of those applications who had received funding pre-2008 (55%) whereas for post-2008, when HLF last made changes to the application process, two thirds of respondents (66%) considered the work to be in proportion.

Just under a quarter (23%) of both pre and post-2008 recipients of funding considered the work excessive in relation although when it came to unsuccessful applicants, 57% of pre-2008 applicants considered the application work excessive in comparison to 15% of post-2008 applicants.

The majority of respondents considered that the work required in the HLF application process was in proportion to the money asked for, considering that it is public funding and particularly in comparison with the work required for applications to other funders.

“As a responsible organisation we believed that the information required was completely justified if HLF were to support the project from public funding.”

(Project Coordinator, Community/voluntary, Other sector (2006 applicant))

“When asking for a significant amount of funding it is only fair that a reasonable amount of work is expected. Compared to some other funders, such as BIG and WREN, the amount of work needed for an HLF application is reasonable.” (Corporates & Grants Manager, Community/voluntary, Land & Biodiversity (2011 applicant))

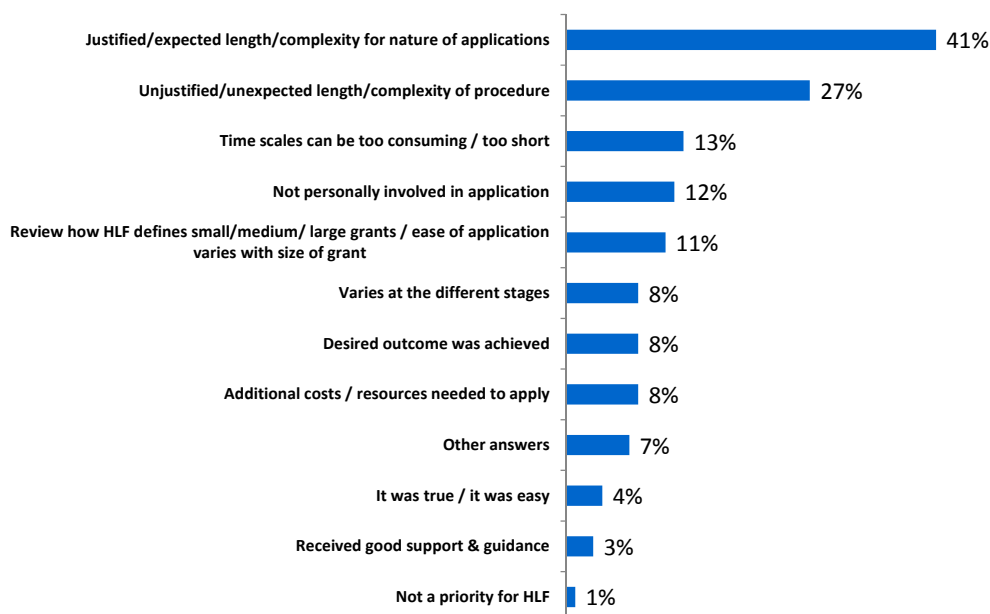
“Large scale capital projects require significant management both in working up the project and in project delivery. The HLF procedure is not significantly more onerous than those of other large scale grant providers.” (Programme Manager, Local Authority, Other sector (2007 applicant))

“The rigour that was required and the accounting for spend both helped embed good project management practices and methodology and seemed fair enough given the large sum (£11.5m) involved.” (Director of Major Projects, Other Public Sector, Museums, Libraries, Archives and Collections (2006 applicant))

A very low number of respondents considered that the workload was relatively little in relation to the money asked for (1%) and just under a quarter (23%) considered that the work was excessive in relation to the amount of money asked for. A tenth of respondents selected ‘Don’t know.’

Other Public Sector organisations (74%), Community/Voluntary organisations (64%) and Church organisations (64%) were more likely to consider the work involved was in proportion whereas Consultants (30%) and Local Authorities (30%) were more likely to consider the work involved excessive in relation to the money asked for. Those who provided reasons for their views considered that the sheer amount of detail required seemed unjustified and unnecessary, and that quantity was there for quantity’s sake (27%):

Perceptions of the complexity of the applications process



Q8b Why do you say that? Base = 397

"Pulling together the research and documentation required a significant level of work by numerous staff members and felt more like a box ticking exercise in places. I would be surprised if HLF had actually read all the documentation we submitted. Our impression was that we had to do a similar amount of work as if we were applying for a much greater amount of funding. The guidance says that HLF expect more detail from more experienced applicants (we I would assume we are considered to be) and for larger grants, but there are no real clear guidelines on what is expected in these different circumstances."

(Grants Manager, Community/voluntary, Land & Biodiversity)

Just over a tenth of respondents who provided reasons for their views considered that the timescales were the issue with completing such applications (13%):

"You must also factor in to this the amount of time that it will take a smaller organisation to complete a HLF application and project. Organisations with little or no internal staff experience of HLF will require more time to go through the process of securing a grant and running a project."

(Head of Development, Community/voluntary, Historic Buildings & Monuments)

Community and Voluntary service organisations were more likely to respond 'Don't know' (24%) as were Library/Archives/Research organisations (22%).

What more could be done to improve the grant-making processes?

Over a quarter of respondents (28%) suggested a simplification of the application process with Local Authorities (35%), Consultants (30%) and the Land and Biodiversity sector (33%) the most notable advocates;

“Simplify the application forms and reduce the amount of documents needed at Stage 1.”
(Landscape Officer, Local Authority, Land & Biodiversity (2006 applicant))

“Simplify the Stage 1 requirements.”
(Architect, Other organisation, Other sector (2010 applicant))

There was also concern that duplication was an issue when completing applications and that avoiding repetition should be part of the simplification process:

“Grantees sometimes comment on the complexity of the reporting structure, and that there is a duplication in the way some application questions are phrased.”
(Freelance Consultant, Other organisation, Other Sector)

“The application form and activity plan at Stage 2 seems to encourage duplication – perhaps this could be streamlined/simplified to help eliminate repetition.”
(Grants Manager, Community/voluntary, Land & Biodiversity)

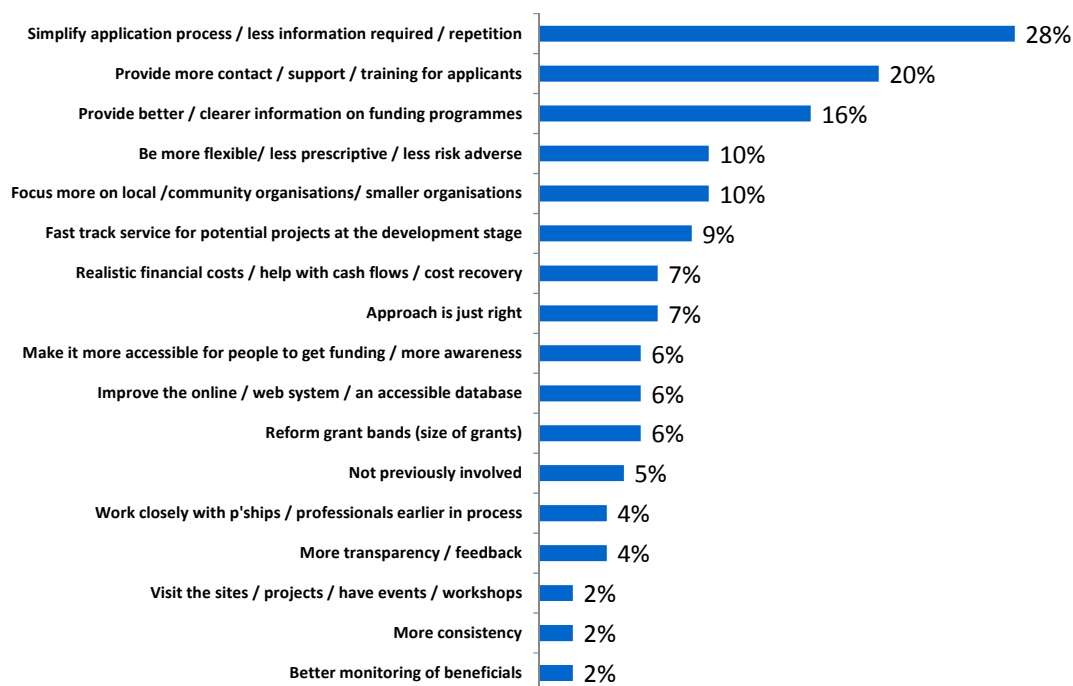
One fifth of respondents suggested more contact and support for applicants with Consultants (27%) and Private Sector organisations (26%) the most notable advocates:

“Already doing well but contact with people is crucial.”
(Chairman, Community/voluntary, Historic Buildings & Monuments)

16% of respondents suggested clearer information on funding programmes with Consultants (25%) being the notable advocates:

“More clear, succinct, easy to follow information prior to expression of interest or starting an application.” (Access Consultant, Consultant, Other Sector)

How can the applications process be improved?



Q9 What more could we do to improve our current grant-making processes? Base = 726

Spread of funding

Since 2002 HLF have set out to achieve a more equitable spread of funding throughout the UK by targeting extra pre-application support on some of the areas and communities that have received the least funding from HLF in the past. This approach has been successful in raising awareness of heritage and the Heritage Lottery Fund, encouraging more good-quality applications to come forward, and increasing the number of grants made to these priority areas and groups.

In the last consultation, organisations working in natural heritage and archives highlighted the relatively low levels of investment their sectors have received, compared with others. HLF thinks there is a case for including some types of heritage, where needs have been identified, within priorities for extra pre-application development support. These priorities would be locally determined within a UK-wide framework which in future could include geographical areas, social groups and/or types of heritage.

Response to focus of development work

Over a quarter of respondents (26%) Strongly Agreed that the development priorities should take account of the 'Types of heritage that have benefited from HLF funding the least in the past' with over half (57%) answering either Tend to Agree or Strongly Agree.

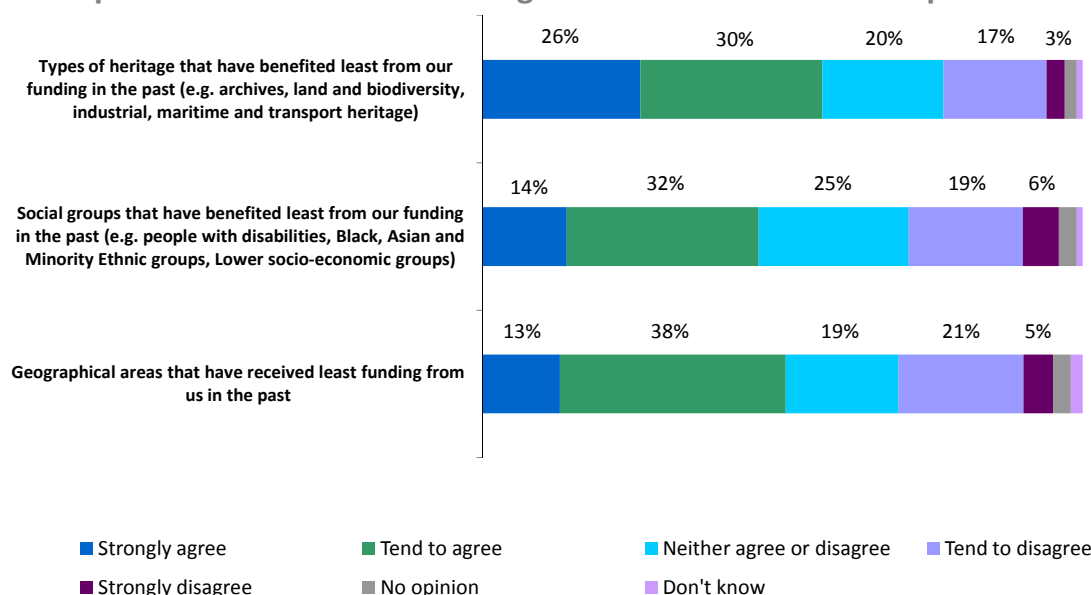
The Land and Biodiversity sector (72%) and Museums, Libraries and Archives sector (65%) were the notable advocates whilst the Historic Buildings and Monuments sector (37%, Strongly/Tend to Agree) were notably more opposed to taking account of this with 35% disagreeing, compared to a total of 21%. Church organisations were also less in favour with only a quarter agreeing and 39% disagreeing.

Half of respondents agreed (50% Strongly/Tend to Agree) that the development priorities should take account of 'Geographical areas that have received the least funding in the past' with the Museums, Libraries, Archives and Collections sector the most notable advocates (54% Strongly/Tend to Agree).

Just over a quarter disagreed (26%). Those least in favour were Church Organisations (42% Agreeing, 29% Disagreeing) and the Industrial, Maritime and Transport sector (38% Strongly/Tend to Disagree).

Less than half of respondents agreed (46%, Strongly/ Tend to Agree) that the development priorities should take account of 'Social groups that have benefited least from our funding in the past' with a quarter disagreeing and a quarter expressing neutrality (25% Neither Agree or Disagree). Those most in favour were Consultants (55% Strongly/ Tend to Agree) and the Museums, Libraries, Archives and Collections sector organisations (49% Strongly/Tend to Agree). Those least in favour, once again, were Church Organisations with only 37% Agreeing and 30% Disagreeing.

Important factors when deciding where to focus HLF development resources



Q10 In deciding on a local basis where to focus these resources in future, to what extent do you agree or disagree that we should take account of the following: Base = 962

Support for the changing needs of the UK's heritage

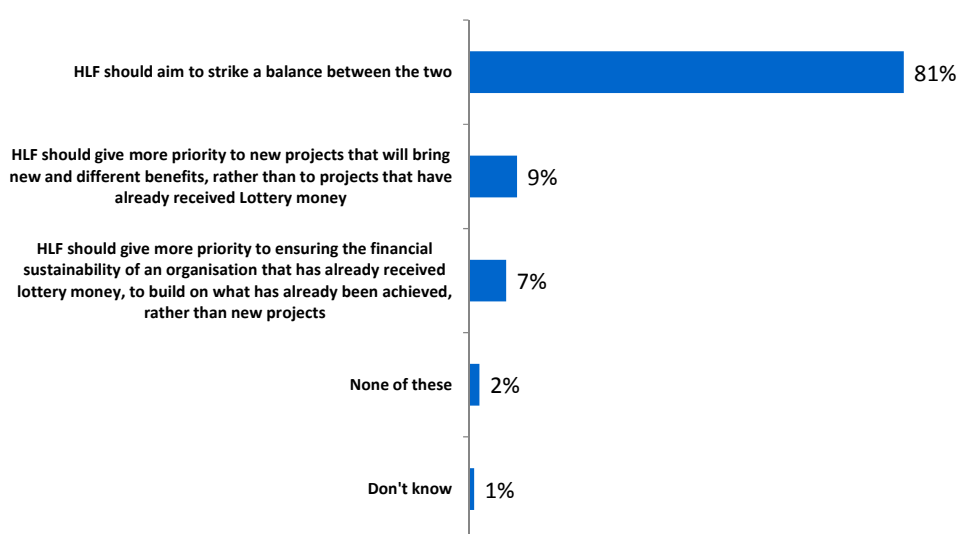
Since 1994 HLF has invested over £4.4 billion in heritage across the UK. Some of that early investment will shortly begin to show its age. With additional Lottery income for heritage in the future, there is a question of the priority HLF gives to sustaining the benefits of past projects. Should it build on what has already been achieved, or give more priority to new projects that will bring new and different benefits?

Recent changes in the funding environment mean that projects that HLF is supporting now face more challenges in covering their future operating costs. HLF is able to fund endowments alongside a capital project or purchase of a major heritage asset, though has rarely done so in the past, because endowments need to be substantial to have a material effect on running costs. HLF could consider doing this more frequently in future, taking a challenge approach to encourage other donors, where that was the best solution to ensuring the heritage is sustained in good condition. HLF asked in what circumstances should this be considered and what approach should be taken.

Response to funding of past or new projects

Well over three quarters of respondents (81%) considered that HLF should aim to strike a balance between continuing to build on what has already been achieved and investing in new projects.. At least 70% of each organisation type agreed with this balance. Those who provided reasons for their views considered that there was a duty to support both existing and new projects, therefore necessitating retaining a balance (44%):

Striking a balance between prioritising new projects and ensuring sustainability of existing ones is key



Q11a Which one of the following statements best reflects your view? Base = 962

"...it would be foolish not to conserve what has been done in the past and equally it is dis-empowering to only do that and then miss on supporting newer work/ projects."

(Manager, Community/voluntary, Museums, Libraries, Archives and Collections)

"A balance of old and new projects makes sense in terms of re-enforcing success and keeping the sector developing."

(Director, Community/voluntary, Museums, Libraries, Archives and Collections)

Under a tenth (9%) of respondents were in favour of prioritising new projects rather than projects that have already received Lottery money. Those who provided reasons for their views warned that innovation came through new projects (29%) and that more money for existing schemes could be needed because of management failure (17%):

“Recipients in circumstances unable to maintain their position is likely to be a criticism of their abilities to run the project or is a sign that the project may not have attracted the support anticipated.”

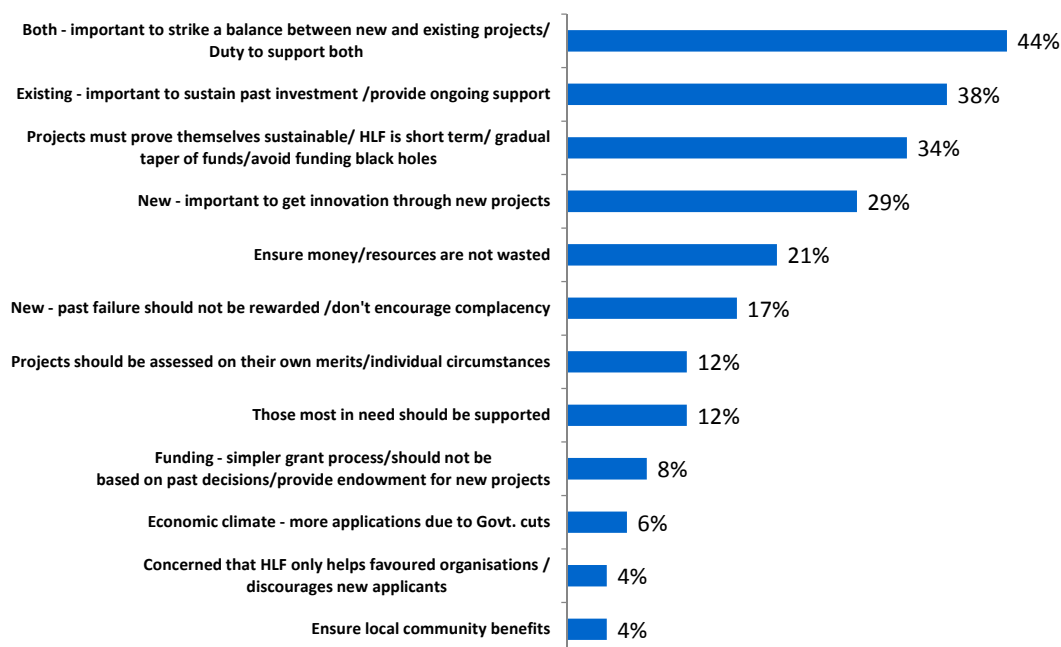
(Director, Community/voluntary, Museums, Libraries, Archives and Collections)

Just 7% of respondents were in favour of prioritising existing projects over new ones with the Land and Biodiversity sector being the most significant advocates (12%). Those who provided reasons for their views considered it was important to provide ongoing support to projects:

“We know how hard it is to keep going and sometimes all the hard work could come to nothing. A small boost could be crucial to get an organisation over the odd hurdle.”

(Secretary, Community/voluntary, Other sector)

Detailed responses on the balance of HLF funding



Q11b Why do you say that? Base = 747

Building a more resilient heritage community

As the boundaries of what the state expects to fund are redrawn, organisations with responsibilities for heritage will need to evolve. HLF believes heritage organisations are well-placed to make this transition, but will need support. For example, some voluntary heritage organisations have said that they will need more help in areas such as organisational development, skills development, business planning, fundraising and governance in order to take on new responsibilities for heritage, and to develop and adapt through this period of change.

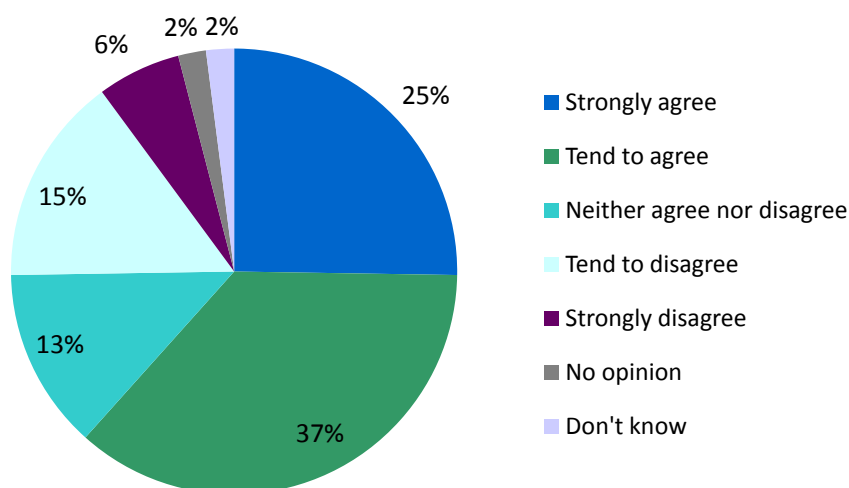
At present HLF can provide funding to help build skills and capacity as part of a wider project. It can provide mentoring in business planning during project development, and can also help grantees with active but not yet completed projects. However, HLF can only offer this help in association with a project it is funding or has funded. Providing financial help or mentoring for organisations outside the scope of a capital or activity heritage project HLF is already supporting would be a new departure.

HLF currently has a policy direction that requires it to take account of 'the need for the money distributed to be applied to projects only for a time-limited purpose.' If HLF were to take more steps to build the financial sustainability of voluntary organisations with initiatives to support organisational development in areas such as governance, business planning and fundraising skills, or to build the capacity of communities to engage with and champion heritage within local decision-making, outside the scope of an existing project, it would still need to do so over a set time scale, and not simply provide routine revenue funding for core costs.

Response to extending the HLF role to building the financial sustainability of voluntary organisations

The majority of respondents (61%, Strongly/Tend to Agree) agreed that HLF should extend its role to build the financial sustainability of voluntary organisations with initiatives to support organisational development with a quarter of respondents strongly agreeing.

Most agree that HLF should extend its role to build sustainability of voluntary organisations



Q12a. As a Lottery funder, to what extent do you agree or disagree that we should seek to extend our role to build the financial sustainability of voluntary organisations with initiatives to support organisational development? Base = 962

At least half of all organisations were in favour and notable advocates included Consultants (71%, Strongly/Tend to Agree) and the Industrial, Maritime and Transport sector (71%, Strongly/Tend to Agree). Those who provided reasons for their views considered that voluntary bodies needed financial support (28%) to be sustainable:

“This is our single biggest need. As an entirely voluntary body, with a lot of supporters, but little cash we find ourselves in danger of reaching a plateau with the very few really able individuals stretched too far.” (Chairman, Community/voluntary, Museums, Libraries, Archives and Collections)

It was also considered that this support will improve skills in the sector (20%);

“Providing skills to a group is in itself a legacy and makes a project more likely to succeed in the long run, people can easily feel out of their depth.”
(Community Facilitator, Consultant, Other sector)

Some respondents considered that the paucity of funding puts heritage at risk and prevents the growth and development of organisations and that core costs required funding;

“The building preservation trusts upon whom the rescue of heritage at risk depends, have been chronically under funded for the past 15 years. It has become a serious Cinderella sector with qualified valuation surveyors unable to afford to work in the sector and employees working a shortened week to save costs or combining their jobs with other heritage posts. This situation does

not allow an organisation to grow or develop, and it makes trustees very wary of employing more staff to widen the scope of the work of building preservation trusts. It is significant that so many building preservation trusts are no longer active - especially in London. I would be very happy to contribute to a forum on this essential subject.” (Director, Community/voluntary, Other sector)

“The demise of other sources of public funding puts locally-valued heritage assets (such as community museums & heritage centres) at risk. However, in addition to reviewing on-going revenue requirements for facilities, please also consider the revenue requirements of voluntary groups who are not involved in running and maintaining a public asset, such as revolving fund BPTs, who have to sustain their organisations in between projects and during non-funded project development phases. Core funding for such organisations is extremely hard to fund and consultancy commissions to provide income to cover overheads are a distraction from core business.” (Trust Director, Community/voluntary, Historic Buildings & Monuments)

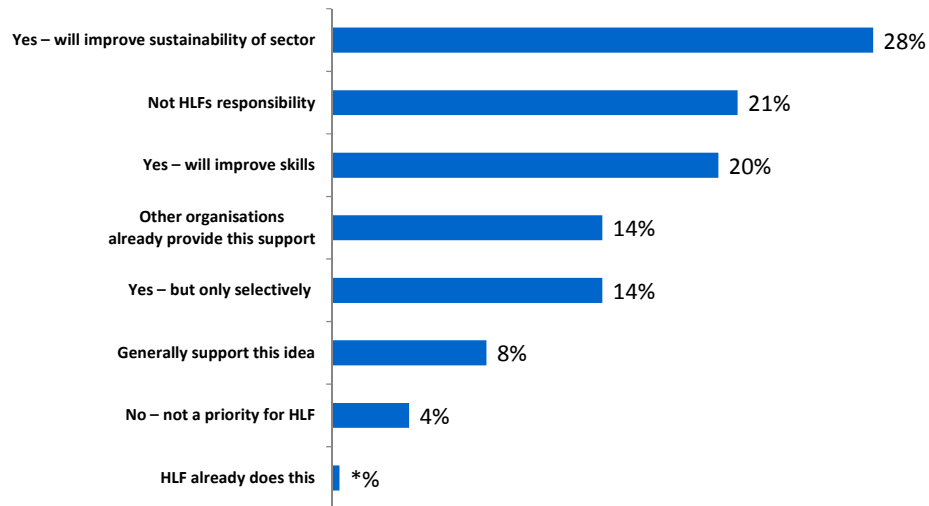
“There needs to be recognition that projects do not happen without the relevant organisations being in a position to develop, apply and deliver a project. Therefore some core support should be eligible. Project funding is easy to access in comparison with core funding. Supporting organisations that deliver on HLF objectives should be supported just as projects are supported. The HLF can still claim the outputs, even if they aren't necessarily funding individual projects that the organisation may be running because they are supporting the core that generates the projects. This would be a huge step forward. Naturally a balance needs to be struck but a huge amount of time and effort is spent on keeping appropriate, local mechanisms afloat (or indeed inventing new organisations when there is already one that is fit for purpose) which detracts from the business of getting on with doing stuff on the ground that really makes a difference.”
(Director, Community/voluntary, Land & Biodiversity)

Under a quarter (21% Strongly/Tend to Disagree) of respondents disagreed with the extension of the role with only 6% strongly disagreeing. Those who provided reasons for their views did not believe it was the responsibility of HLF to be a ‘capacity builder’ (21%):

“HLF does not need to be getting into the business of organisational support when there are almost always pre-existing services in any given area at CVSs and other umbrella/2nd tier bodies. HLF would do better to invest this money in existing infrastructure work/posts/organisations with a heritage remit.”

(Community Funding Worker, Community/voluntary, Other sector)

Reasons for support/opposition to HLF's involvement in sustainability of voluntary organisations



Q12b Why do you say that? Base = 752

Encouraging a culture of giving

HLF wants to work with organisations and other funders to determine what role it should play, alongside initiatives to support civil society and philanthropy being taken by Government and other agencies, to contribute to building resilient heritage organisations for the long term. HLF wants to encourage more private supporters of heritage at all levels, from grass roots in communities to major trusts and foundations; and to help heritage organisations to engage successfully with their supporters, through imaginative fundraising and recognition of donors. HLF plans to explore how it can incentivise more private giving to heritage, for example through initiatives such as match-funding schemes.

Response to the role HLF should play to encourage philanthropy and more private supporters of heritage

Respondents were supportive of HLF playing a stronger role in this area, with only 12% saying this is not HLF's responsibility, or it should not be a priority for HLF. The implementation of match-funding approaches was considered by just under a fifth of respondents (19%) as a feature of the role HLF could play in encouraging philanthropy and more private supporters of heritage.

Notable advocates of this included Community and Voluntary organisations (22%). Supporting and celebrating private funders was considered by 15% of respondents to be a feature of the role HLF could play in encouraging philanthropy and private support of heritage:

"HLF can use the media coverage it secures for major projects to draw attention to the need for funding for heritage projects. It can equally use this coverage to celebrate private supporters of heritage projects where they are happy to have their involvement publicised."

(Head of Grants & Trusts, Other Public Sector, Museums, Libraries, Archives and Collections)

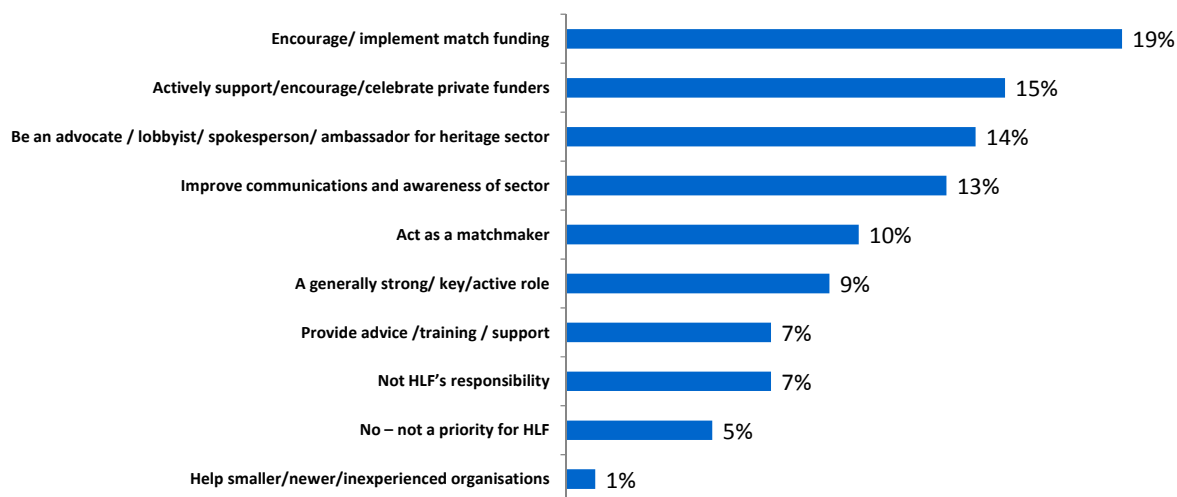
And 14% of respondents considered that HLF could play an ambassadorial role for the heritage sector:

"We would also ask that HLF plays a more prominent part in lobbying for a more attractive tax etc. framework for philanthropic giving and generally to be more proactive in encouraging this field."

(Consultant, Community/voluntary, Land & Biodiversity)

Other suggestions for the encouragement of philanthropy included the improvement of communications and awareness of the heritage sector (13%) and acting as a match-maker in securing funding for projects (10%).

HLF's role in encouraging philanthropy and more private supporters for heritage



Q13 What role should HLF play to encourage philanthropy and more private supporters for heritage at all levels? Base = 760

Response to what HLF could do to help achieve a thriving and resilient heritage community

Over a fifth of respondents (28%) considered that there was a 'heritage advocate' role for HLF, particularly in promoting the value and benefits of heritage to communities.

"Lobby Government to increase their recognition of the value of the heritage to the community and the economy through the tax system. Adjustments to gift aid and VAT would be very helpful."
(Heritage Consultant, Consultant, Other sector)

"This is a big question. Too much has been 'destroyed' recently because so little emphasis has been given to heritage etc (not HLF's fault). More work on explaining to 'decision makers' about how much the country benefits from heritage. So that means HLF has to be a strong advocate for the sector." (Hon. Curator, Community/voluntary, Museums, Libraries, Archives and Collections)

"The Council would advocate that there is a role for continued promotion of heritage and recognition of the importance of preserving our heritage for future generations. Such an approach would facilitate building a thriving and resilient heritage community in the future." (Strategic Director, Local Authority, Other sector)

Improving access to HLF funding (15%), undertaking strategic initiatives to develop the heritage sector and innovate (14%) and offering more training and advice (particularly to smaller less-experienced organisations) (14%) were also considered to be part of HLF's future role in achieving a thriving and resilient community:

"Make access to funding easier, e.g. a smaller fund, say maximum £20K, with less admin in the application process. Also look at the funding of sustainability of groups/projects, as this could be a major reason for groups not applying in the first place."

(Principal Regeneration Officer, Local Authority, Other sector)

"Encourage more partnership working. The LP Schemes are excellent examples of how the community can work together with the public and private sector to really make a difference."

(Development Officer, Local Authority, Land & Biodiversity)

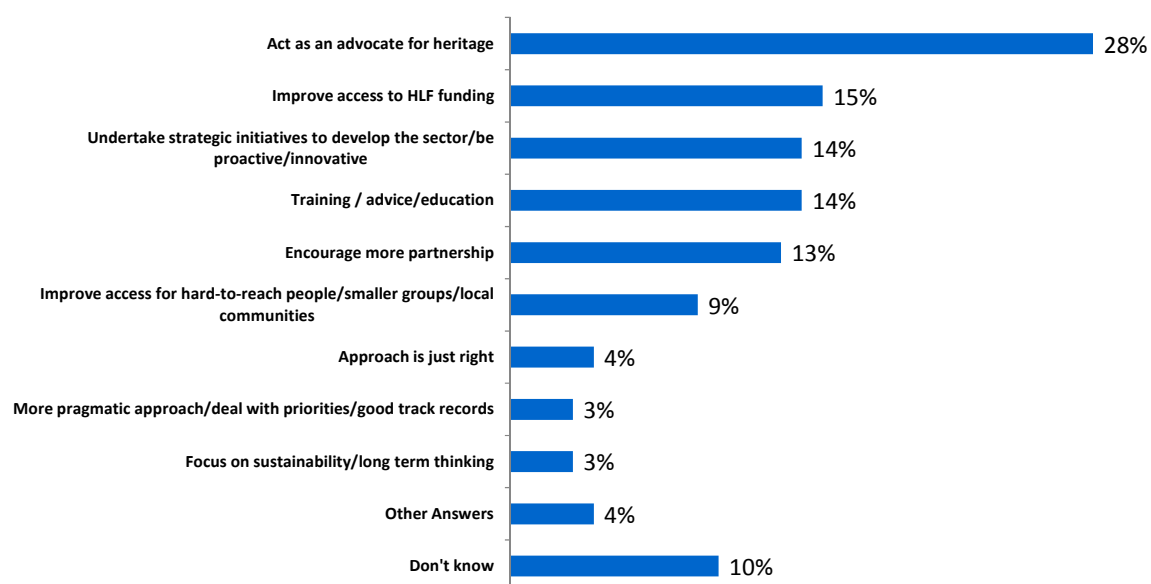
"One aspect of more general assistance to the heritage sector in developing financial sustainability and improving organisation skills might be to provide some training in, for example, establishing patrons' programmes or Friends' organisations."

(Co-ordinator, Community/voluntary, Historic Buildings & Monuments)

"We already have to secure match funding for some of our applications but would welcome greater links with relevant trusts and foundations to assist the process."

(Churchwarden, Church organisation, Historic Buildings & Monuments)

How HLF can help to achieve a thriving and resilient heritage community



Q14 What more could HLF do to help achieve a thriving and resilient heritage community in future?
Base = 659

4.2 Section Two: HLF's Current Grant Programmes

Summary of findings

HLF regularly evaluates the performance of its grant programmes. The consultation allowed respondents the opportunity to comment on proposed changes to HLF's current grant programmes including small grants, medium-sized grants, Heritage Grants and the targeted programme.

The changes that HLF has proposed include simplification of the application process for the small and medium sized grants programme and raising the upper threshold for medium sized grants. Respondents strongly agreed that a simplified approach should be adopted for small grants, of less than £10,000 (95% agreed). Likewise, 86% agreed that a single round application should be offered for medium sized grants. Respondents felt that a simplified application process would be beneficial as it may encourage smaller organisations to apply. There was however, concern that simplifying the process for medium sized grants could lead to ill-thought out projects being awarded grants.

For larger grants, over £50,000 (Heritage Grants), HLF has reduced the match funding requirements. Respondents appreciated this reduction and stressed that the current economic situation has made raising match funding increasingly difficult. Two-thirds said that the requirements should stay the same after 2013 while nine percent would like to see the requirement reduced further. A key finding was the need for flexibility from HLF, with some respondents suggesting that the level of match funding should be set on a case by case basis.

Overall, there was agreement with the priorities that HLF has set in its targeted programmes; however, individual organisations' preferences varied depending on their sector. Often, respondents took into account the extent to which a grant would benefit the whole community when deciding on priorities. Grants perceived as targeting only certain audiences (such as the places of worship programme) were subject to more criticism.

The main points of feedback for the targeted programmes were:

- Young Roots – respondents were open to increasing the size of the grant available and suggested that HLF consider ways of engaging young people further through longer running projects with different cohorts of young people, training on how to run a scheme and raising awareness of the programme.
- Landscape Partnerships – there was some positive support for an increased focus on biodiversity and nature conservation. Some respondents would like to see the grant expanded to cover less 'distinctive' landscapes and a broader definition of 'landscape', for example by including marine landscape features.

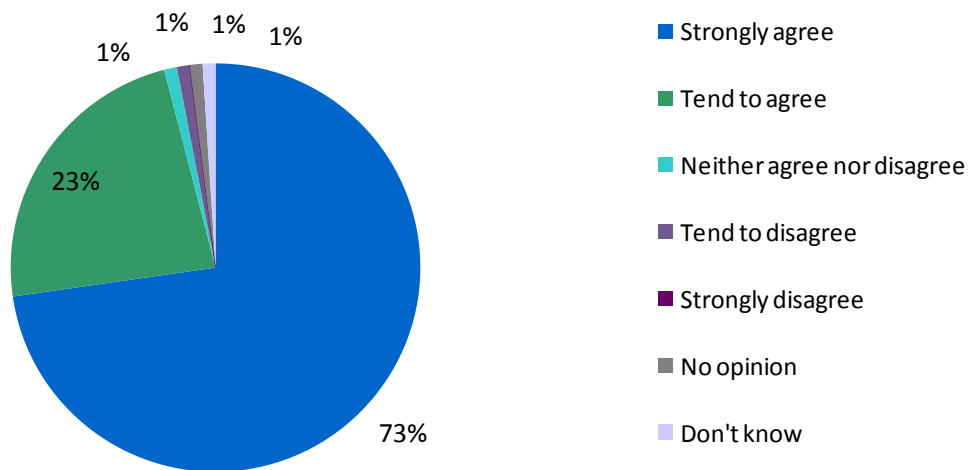
- Parks for people – more than one-quarter stated support for including cemeteries in the Parks for People programme. Further feedback included the need to engage more with local authorities to understand why many have not applied for funding, and a need to simplify the application process.
- Places of worship – a relatively high proportion (45%) explicitly stated their support for this programme. Feedback on this programme included the need to preserve heritage of noteworthy places of worship (either in terms of history, biodiversity, community use or structural appearance) and to encourage more education about and participation in this type of heritage.
- Local places and communities – two thirds agreed that heritage-led regeneration should continue to be a focus for HLF. Respondents who provided positive feedback stressed the reduced level of spending by local authorities in this area currently and hence the perceived need for investment from other funding sources.

Small grants under £10,000

HLF wishes to introduce a simpler approach to awarding grants of £3,000 to £10,000. The focus will primarily be for voluntary sector groups who seek funding for straightforward activities or events such as exhibitions or festivals. The intention is to simplify monitoring at this level to one grant payment and one completion report, as is already the case for Awards for All.

Overwhelmingly, respondents agreed that there should be a simplified approach to small grants. Nearly three quarters (72%) strongly agreed and a further 23% tended to agree. Those responding on behalf of an organisation or a group of organisations were more likely to strongly agree that the approach should be simplified (76% and 82% respectively, compared to 64% of individuals).

Views on a simplified approach to grants under £10,000



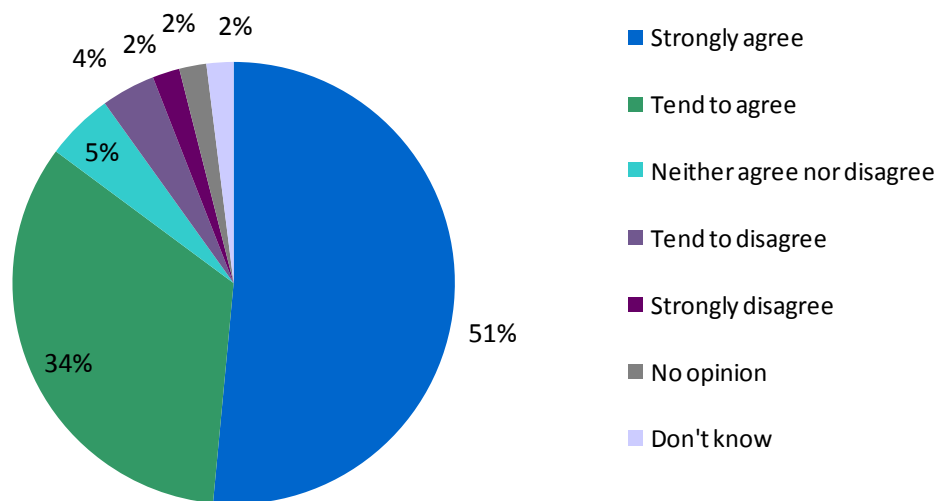
Q15. To what extent do you agree or disagree with a simplified approach to grants under £10,000? (base = 932)

Medium-sized grants over £10,000

HLF is considering a new community-heritage programme for small and medium sized projects involving physical heritage important to local communities. This programme would have a single round application process, as simple as the current Your Heritage programme.

Respondents felt that a simplified application process for medium-sized grants would be appropriate: of all respondents, 86% agreed that a single round application should be offered, including 52% who strongly agreed. Those respondents who had previously received a grant from HLF were statistically more likely to agree (89%) compared to those who have not (84%).

Views on a single round application process for medium sized grants



Q16. To what extent do you agree or disagree we should offer a medium sized grants programme with a single round application process? (base=932)

Respondents varied in their preferred upper threshold for an open single-round community heritage programme. Nearly one in three (29%) felt that an upper limit of £200,000, the maximum that HLF currently considers low risk, would be appropriate. A further 12% thought the upper limit should be £150,000, while 23% would prefer a limit of £100,000 and 12% said the lowest amount, £50,000.

A few respondents explained why they had stated the amount of money that they did. An illustrative collection of quotes given by respondents with different preferences for grant size is provided below:

"For groups like us we would not have the experience to cope with grants above £50,000 but £10,000 is too small – a grant of around £25,000 - £35,000 is what we would be interested in." (Project Co-ordinator, Other sector, Community Voluntary)

"If it's up to £100,000 this would allow a build/capital investment plus a salary for at least one worker. Over this amount the process may need to be more indepth i.e. the amount of information needed." (Funding Adviser, Other sector, Community Voluntary)

"I have selected £150,000 on the basis that inflation over the period concerned may be significant. Setting this aside, I would probably be inclined to set £100,000 as the upper limit. It may be sensible to have some kind of crossover procedure to enable a simple (small

grant) type procedure to apply when a very straightforward medium sized grant application is received that is seeking a sum under, say £20,000.” (Curator, Historic Buildings and Monuments, Community Voluntary)

“This [£150,000] keeps it at a project level rather than larger capital investment.” (Trust Manager, Land and Biodiversity, Community Voluntary)

“If the upper limit is not so big [£150,000], smaller orgs will have a better chance of getting money. They will feel that bigger orgs going for larger sums will not always get funded while smaller orgs struggle. Small and medium grants should also focus on building capacity of staff and volunteers in small orgs and encourage smaller groups to share experience of their work and successes and challenges to other groups in heritage networks.” (Development Officer, Other sector, Local Authority)

“Small grants have been extremely popular and, given the anticipated increase in voluntary groups making applications, they definitely need to be retained. The introduction of a medium-sized grants programme will widen eligibility for grant aid to more sustainable and longer-term projects which may well build on previous initiatives and therefore contribute to more strategic development and infrastructural growth in the heritage sector.” (Trustee, Other sector, Community Voluntary)

“[We] very much welcome a simplified, single round application process for small and medium sized grants. Whilst our overall experience with HLF has been very positive, we have felt that the application procedure for grants of c.£150,000 was disproportionate, being the same process as those applying for £1million+ capital projects.” (Public Partnerships Manager, Historic Buildings and Monuments, Community Voluntary)

“How can tiny heritage organisations gain small amounts of money – possibly less than £3,000 that would previously have come from the local authorities without this becoming an administrative nightmare? On the medium sized grants the top level could be anywhere from £150k to £200k.” (Trustee, Other sector, Other)

“Make Young Roots £50-75k and move Your Heritage to £200k. This will allow for longer, sustainable projects and encourage Young Roots projects to employ more substantial posts and deliver more concrete heritage projects. Besides it’s been the same limit for over a decade and it’s simply not worth the same amount.” (Owner, other sector, Consultant)

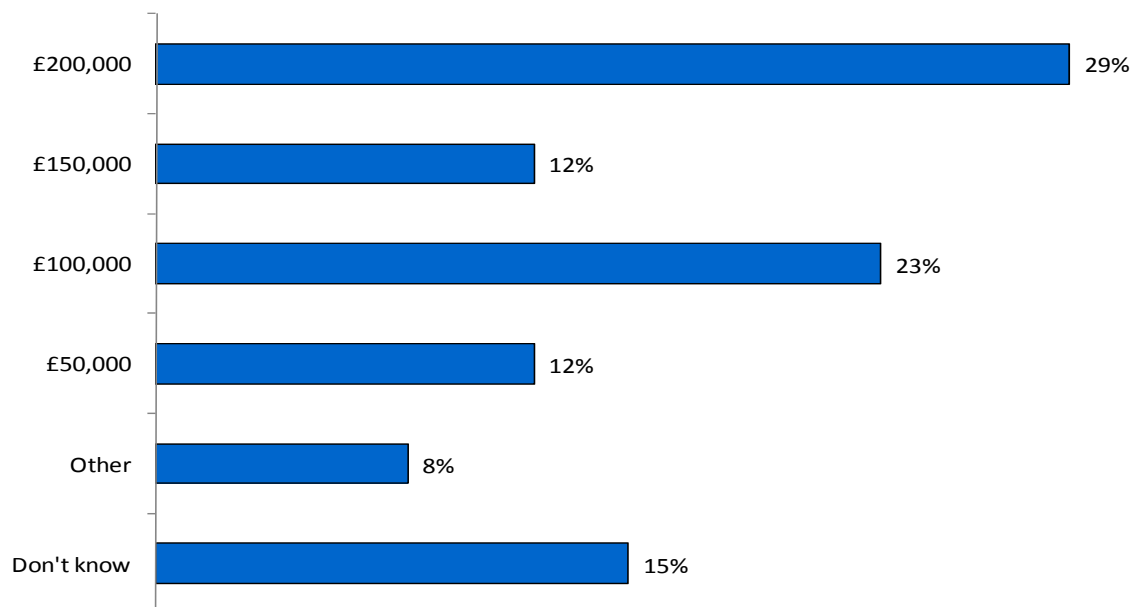
“We strongly support raising the threshold of medium grants to £200,000 as we feel that in our sector grants of this size could make a considerable difference, but are not currently exploited due to the huge amount of paperwork involved in a Heritage Grant.” (Grants Manager, Land and Biodiversity, Community Voluntary)

“Grants between £10-£50k cover one style of project but projects for grants over £50k tend to be structured and run quite differently. It would not be appropriate to have a single application form seeking between £10k and £200k as the two extremes would represent

such different types and scales of projects that the appropriate level of information from each application would be quite different.” (Policy Officer, Other sector, Community Voluntary)

Respondents who had previously been awarded an HLF grant, were more likely to endorse the highest upper-threshold (34%) compared to people who have not (27%). Individuals who responded on behalf of an organisation also preferred a higher upper threshold (35% endorsed the maximum amount, compared to 23% of those responding as an individual).

Preferred Upper Threshold



Q17 What should the upper threshold be for an open, single round community heritage programme starting at £10,000? (base=932)

Differences were evident when looking at the views of the different types of organisation that responded. Consultancies, those from local authorities and community groups were most likely to prefer an upper limit of £200,000 (around one in three) compared to 22% of church groups and 17% of other organisations.

When offered the opportunity to comment on small and medium sized grants, a number of respondents commented on the benefits of simplifying the process. The perceived benefits include:

- Encouraging smaller organisations to apply (13%)

"I think the idea of a 'lighter touch' small grant is a good one and will hopefully attract more small orgs to apply who might have been put off by Your Heritage in the past." (Manager, Land and Biodiversity, Community Voluntary)

"I think this is an excellent idea. There was a huge gap left in small grants for heritage with the closure of the LHI programme in 2006. I myself saw a number of small groups baffled and confused by the HLF system they were then thrust into. I also think a single stage application would be far better for smaller scale projects." (Trust Fundraising Manager, Other sector, Other)

- Time and cost savings (4%)
"Reducing the amount of bureaucracy to the level used by private trusts would reduce costs in the sector considerably." (Director, Museums, Libraries, Archives and Collections, Community Voluntary)
- Extend the availability of funding (2%)
"A smaller upper threshold would allow more grants to be given and more groups and organisations to benefit." (Education Officer, Other sector, Community Voluntary)

Other respondents, however, had outstanding concerns about the grants application process. A number of issues were raised; those that were most frequently mentioned are listed below:

- There were some concerns that simplification could lead to grants being awarded to ill-conceived projects. Thirteen percent spontaneously said that the simplified process will depend on an effective application procedure and/or monitoring of the project.
"The 'Awards for All' scheme was highly susceptible to abuse. Ease of application should be countered with effective qualitative and quantitative evaluation." (Project Coordinator, Other sector, Community Voluntary)

"There still has to be a process of proving the need and justification; that there's commitment, not just for the project cycle but also for the future and match funding and administration processes are in place, i.e. it has all be thought through fully and agreed." (Pontmorlais THI Officer, Historic Buildings and Monuments, Local Authority)

- Others stressed the need for flexibility, explaining that the level of effort in application should be proportional to the grant on offer (10%). This referred to both the complexity of the project and the grant size. It was seen as important that complex or large projects are fully evaluated, while respondents generally agreed that the application process for much smaller or simpler projects could be simplified.

"It depends on the complexity of the project and the risk that the organisation is taking on. I think I'd probably say £200,000 and that the level of monitoring depends on the experience of the organisation and or the level of risk they are taking on." (Head of Public Programme, Museums, Libraries, Archives and Collections, Other Public Sector)

"I think there can be some overlap between the thresholds for the single round applications and the two round applications, based on the nature (complexity) of the project rather than

just the amount of money being requested.” (Conservation Architect, Other sector, Consultant)

- Five percent stated that the funding threshold should be raised for small or medium sized grants. The quote below and those provided earlier in this chapter illustrate that those who wanted an increase in grant size for this application process did so because they felt that better quality projects require a larger grant size than is currently available under this scheme. They also stressed that the type of organisations applying for grants of this size would benefit from a simplified process of application and that a simplified process for larger grants would encourage more organisations to apply. A few respondents stated that inflation over the past 10 years has increased the cost of running a ‘medium sized’ heritage project, and therefore an increase should be considered.

“Many funders have a cut-off point at around £40 or £50k but in real terms this does not go far. £200k is not a significant amount to ask for over say three years and would only fund a relatively simple project, therefore it would seem inappropriate to have a lower maximum threshold.” (CEO, Other sector, Community Voluntary)

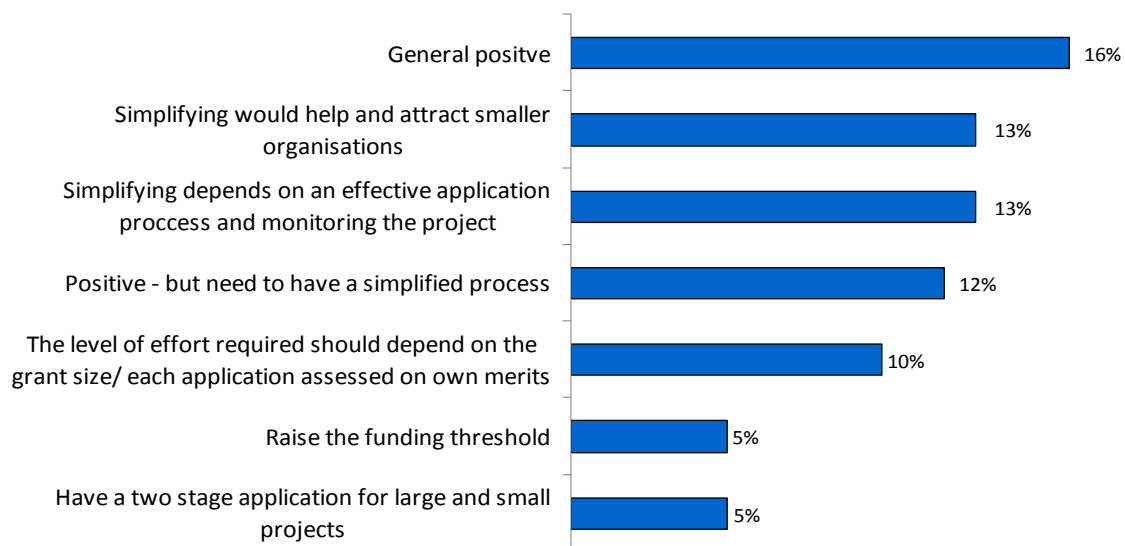
- Five percent stated that HLF should keep a two stage process, for small and/or medium sized grants. These respondents stressed that it a two-stage process helps organisations to appreciate the amount of work that what would be involved in the project and to assess whether they have the skills and resources to manage a project of that nature.

“I think that a two stage application process is useful for larger projects as it allows for the funding of a development phase; if you go back to a single stage, then it would be good to bring back 'sunk match funding'.” (Capital Projects Officer, Other sector, Local Authority)

“The concern with regard to single round applications is that this could mean that a charity or community group invested a considerable amount of time in the application only to find out that their application was ineligible or unsuitable. An expression of interest followed by a full application allows for unsuitable bids to be 'weeded out' before organisations have invested too much time in them. Furthermore, it also allows for a mechanism for providing some funding to cover the costs of detailed project development which can represent a considerable investment for some charities.” (Business Development Director,, Land and Biodiversity, Community Voluntary)

The chart below shows the range of responses that were provided in response to this question.

Views on small and medium sized grants

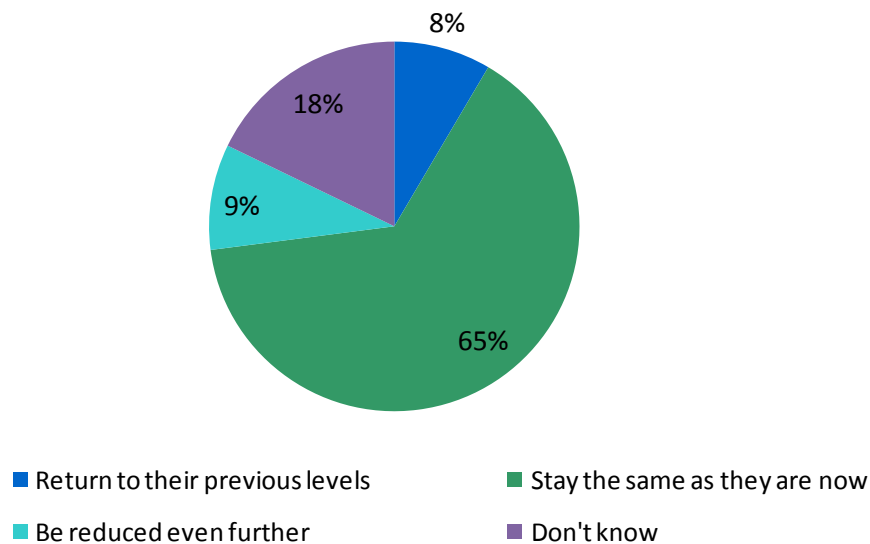


Q18 Do you have any other comments on small and medium sized grants? (All mentioned by 5% or more) (base= 455)

Heritage grants (over £50,000)

HLF has recently relaxed its requirements for partnership funding until 2013 so that applicants now need to provide only five percent of project costs for grants up to £1 million and ten percent for grants over £1 million. The majority of respondents (63%) felt that this arrangement should continue after 2013. Eight percent would like to see the requirements for partnership funding return to previous levels and nine percent would like to see them reduced even further.

Preferred requirements for partnership funding contributions



Q19. What should our requirements or partnership funding contributions be after 2013? (base=932)

When asked for any overall comments on the Heritage Grants programme, one in four (24%) spontaneously praised the programme. This included general feedback on the utility of the programme as well as specific positive feedback on HLF's decision to reduce the match funding requirements. Local authorities were more likely than other organisations to give positive feedback (35%).

"Overall the HLF grants programme is a powerful tool that has made and will make a huge contribution to not only restoring and preserving heritage features but also contribute massively to the enhancement of people's lives." (Project Manager, Other sector, Community Voluntary)

"The programme appears to be excellent, allowing groups such as ours to make realistic plans for major capital investments." (Coordinator, Industrial, Maritime and Transport, Community Voluntary)

'It's a really valuable programme. I think the matched funding requirements are not onerous but do ensure the recipient has a real stake in ensuring success by having these levels of contribution.' (Director, Other sector, Consultant)

A number of respondents took this opportunity to explain that match funding is difficult for organisations to obtain, particularly in the current economic climate (15%). They stated that it is currently more difficult to secure funding from local authorities and private enterprises meaning

that match funding of five or ten percent may not always be achievable, particularly for larger projects.

“With the economy as it is now, it is very tricky to secure external funding for match funding projects. Previously, Local Authorities would be able to match fund HLF projects, but with local gov spending cuts, I think this is much less likely to happen. Plus local businesses are also tightening their belts in current climate.” (Officer, Other sector, Local Authority)

“Many organisations are increasingly simply unable to raise significant partnership funding, especially since the demise of the RDAs, some European funds and comparable sources. It's essential that HLF funds these organisations and so will need to pay a very high proportion of project costs, otherwise funds for larger projects may increasingly focus on organisations already in a position to help themselves (which in most cases are likely to be in wealthier parts of the country).” (Head of Policy and Communication, Museums, Libraries, Archives and Collections, Community Voluntary)

Given this difficult economic situation, respondents felt that it is critical that HLF does what it can to help organisations apply for grants for worthwhile projects. Fifteen percent said that HLF should set viable, realistic targets for organisations while 11% stated that HLF should offer some flexibility in the level of match funding required. This could depend on a number of factors including the nature of the project, the type of organisation and the level of grant required.

“HLF should always have the discretion to award very high grant percentages in cases where the objectives have merit, but where common-sense indicates that the applicant cannot realistically be expected to raise significant matching funds. The approach to matching funds should be to expect a decent contribution from those bodies that ought to be able to provide this (such as local authorities), whilst taking great care not to exclude sound projects from grant by setting impossible-to-achieve thresholds for match-funding.” (Development Manager, Other sector, Community Voluntary)

“They [HLF] are generally successful in their outputs - in this current climate the opportunity for groups/organisations to contribute funding toward projects is limited and there is a recognition from the HLF in the reduction of their contributions - however as the financial situation tightens there may be a further need to look at individual applications on their own merits.” (Townscape Heritage Initiative Officer, Other sector, Local Authority)

Three percent of respondents stated that HLF should consider offering 100% funding in some cases:

‘Where it can be successfully justified, HLF should consider funding some projects entirely, with the match being by significant volunteer time and commitment. (Associate, other sector, Consultant)

Amongst other respondents, however, there was recognition that match funding is beneficial, not only to HLF but to the organisation applying for the grant. Perceived benefits include: encouraging organisations to make fundraising relationships with other organisations, thereby reducing the

pressure on HLF's budget; and greater commitment from partners meaning that long term economic sustainability is more likely. Given these positive attitudes towards match funding, eleven percent of respondents answering this question stated that HLF should review its match funding policies after 2013 or when the economy changes.

"Raising money to match heritage grants is an important way to make and nurture fundraising relationships and encourage economic sustainability, as well as a good way of raising your stature and reputation as an organisation. In our case, the funders who came to our assistance with projects 10 years ago are still supporting our work." (Head of Development and Marketing, Museums, Libraries, Archives and Collections, Community Voluntary)

"We feel that suggesting only 5% support from partnership funders is not a good idea. It raises applicants' hopes that they will be able to deliver a successful project and fails to ensure private sector commitment to the project and its future viability. There are plenty of Big Lottery funded projects which have failed as businesses, especially in the Regions and in areas where there is only a brief tourist season (e.g. Sheffield Museum of Popular Music!)" (Director, Other sector, Community Voluntary)

'As soon as economic conditions allow they should go back to the 10% and 25% figure in order to permit a wider spread of HLF funding.' (Advisor to HLF, Other sector, Consultant)

Other respondents took this opportunity to make other suggestions for improvement to the Heritage Grants programmes, these suggestions were:

- Simplify the application process (11% spontaneously mentioned).
"A simpler application process would be beneficial to all. Quicker response to applications, quicker decision making process." (External Funding Officer, Other sector, Local Authority)

"We would suggest simplifying the application as proposed for the Small Grants and introduce small grants starting from £500 - £5,000 would encourage small grass roots organisations new to heritage to apply for funds." (Economic Development Team Leader, Other sector, Local Authority)

"The application process should be further simplified and there should be a quicker turnaround. The dialogue the HLF has with organisations should not be solely focused around the grant application process, but should be a more rounded, productive and responsive relationship." (Head of Heritage, Other sector, Local Authority)

"Simplify the application process where possible to reduce bureaucracy. Encourage the provision of supplementary information where this may help the Heritage Lottery Fund to reach an informed decision. Keep the details of organisations on record so that these may need to be updated but not provided from scratch again. Encourage people to focus on project details." ('Policy and Research Officer, Other sector, Community Voluntary)

- More funding is required for certain communities or projects which struggle to raise the capital themselves without lottery support (7%)

"I have in mind a very significant church building which requires substantial work, and where the congregation and community are struggling to come up with their required 5%. If the building were to be lost, it would be a national, not just a local tragedy. (Archdeacon, Historic Buildings and Monuments, Church Organisation)"

"HLF need to support best heritage projects. Areas 'outside' targeted geographic areas lack access to funding. Scotland and in rural England the correlation between where poor people live and where government indicators determine an area to be in need don't necessarily match. Remote rural authorities such as Highland and the Western Isles have, successfully, made a strong case that the urban regeneration agenda ignores huge areas of the country where there is dire social deprivation simply because of the mechanisms for calculating the indicators. Targeted geographical or deprivation funds would run into the same tricky issues. Targeting by social groups is already covered by BIG Lottery." (Grants Development Manager, Land and Biodiversity, Community Voluntary)

- Offer better information, support and advice to applicants (5%)

"It can be complex and the worry of managing cash flow can be significant for smaller organisations, so an awareness and support for these issues should be delivered through the development teams, particularly providing support between 1st and 2nd round applications." (Development Officer, Historic Buildings and Monuments, Church Organisation)

"The more advice and guidance that can be given as to whether your project may be successful the better as the applications contain detailed information." (Funding and Investment Officer, Other sector, Local Authority)

"We would recommend that Grants Officers remain the same (where possible) in the case of projects which are being resubmitted. Changes in Grants Officer can lead to a lack of consistency in the advice given to applicants and the risk of duplicating work." (Grants Development Manager, Land and Biodiversity, Community Voluntary)

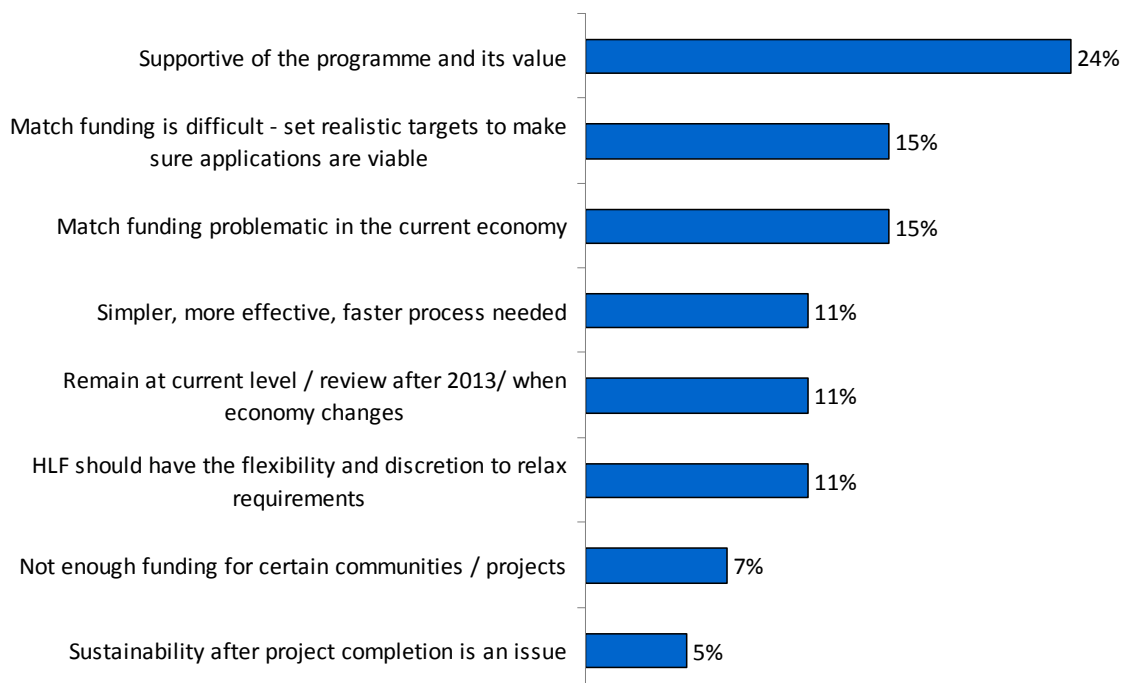
"It can be complex and the worry of managing cash flow can be significant for smaller organisations, so an awareness and support for these issues should be delivered through the development teams, particularly providing support between 1st and 2nd round applications." (Development Officer, Historic Buildings and Monuments, Church Organisation)

- Increase awareness of the grants available and changes to the requirements (1%)

"The 2008 revisions are welcomed but insufficiently publicised. More publicity is needed" (Design & Conservation Officer, Other Sector, Consultant)

A full list of responses to this question is provided in the chart and table below.

Views on Heritage Grants Programme



Q20 Do you have any overall comments on our Heritage Grants programme? (All mentioned by 5% or more) (base=403)

Responses given by less than 5% of respondents	Percent
Matched funding indicates and ensures a certain level of commitment	4%
To consider 100% funding / 100% on professional fees / helping with startup revenue / staff costs	3%
More national publicity / awareness of grants available	1%
Better / clearer communication / information / advice	4%
Welsh	*%
Other Answers	8%
Nothing	12%
Don't know	2%

Targeted programmes

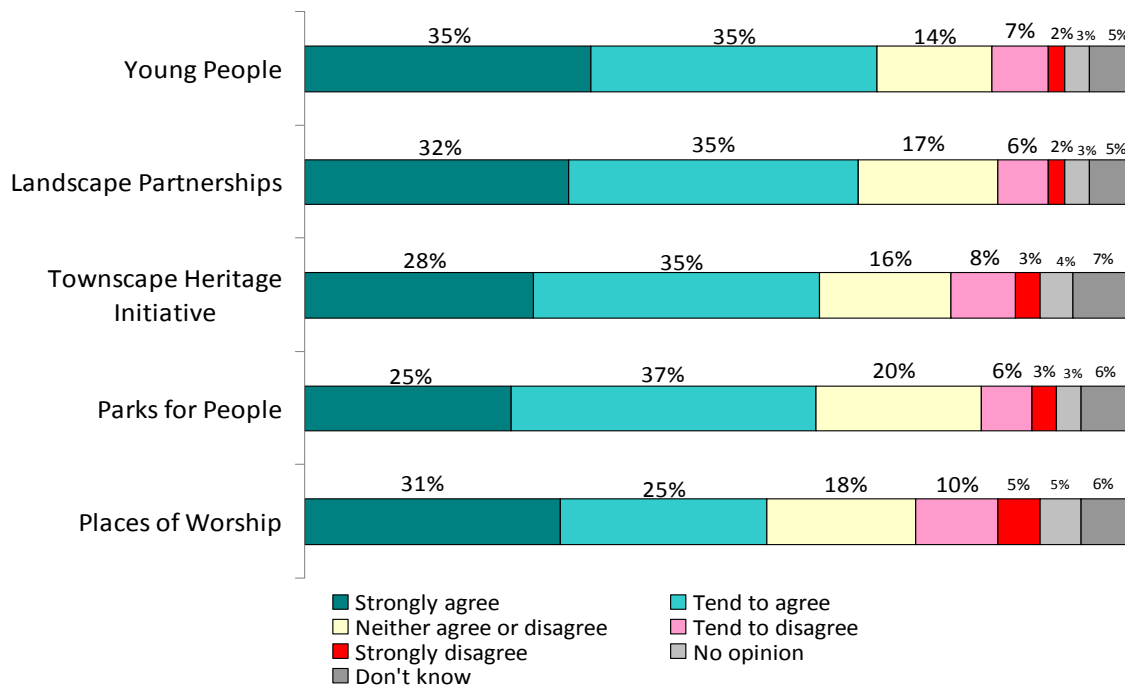
Respondents were asked to what extent they agree that HLF's five targeted programmes should continue to be priorities. More than half of respondents agreed that each programme should be a priority. Young Roots and Landscape Partnerships were endorsed by the highest proportion of respondents.

- Young Roots (69% tend to agree or strongly agree)

- Landscape Partnerships (66% tend to agree or strongly agree)
- Parks for people (61% tend to agree or strongly agree)
- Repair grants for places of worship; (57% tend to agree or strongly agree)
- Townscape heritage initiative (62% tend to agree or strongly agree).

Detailed feedback for each targeted programme is outlined in the chart below.

Agreement with priorities for targeted programmes



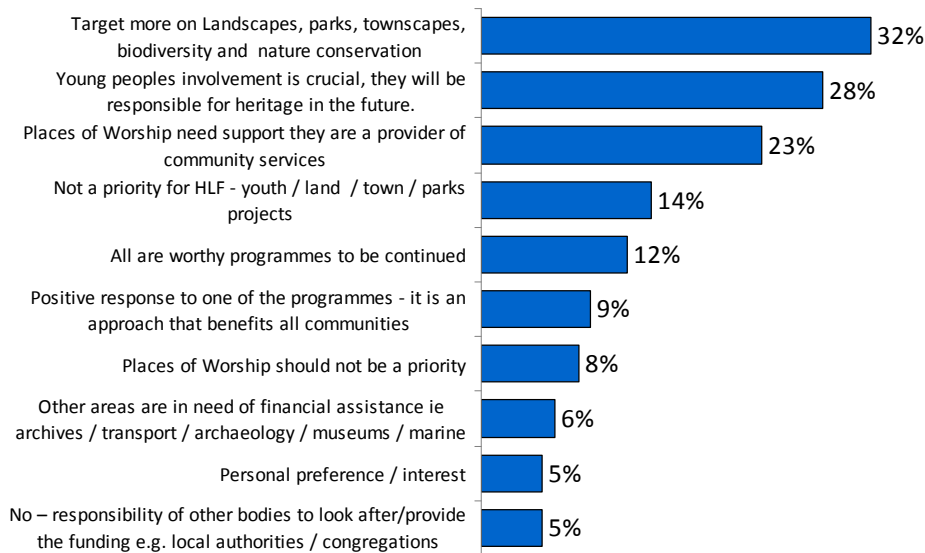
Q21a To what extent do you agree or disagree that the following continue to be the right priorities for our targeted programmes? (base=932)

Generally, organisations supported the targeted programmes which benefit their own sector. For example:

- Local authorities were more likely to agree with the Landscape Partnerships programme (80% compared to an average of 66%). Church groups were less likely than other organisations to agree with this programme (47%).
- Local authorities were also more likely than other organisations to agree that Parks for People (77% compared to an average of 61%) and Townscape Heritage (71% compared to an average of 62%) should be priorities for HLF.
- Church groups were most likely to agree that Places of Worship should be a priority (93%), compared to less than half of those from community groups (46%), other public sector groups (44%) and other organisations (48%).
- There were no differences between organisations on the importance of the Young Roots programme.

When asked why they gave the answers that they did regarding the priorities for targeted programmes, respondents gave a number of reasons, a full list of which is provided in the figure below.

Views on targeted programmes



Q21b Why do you say that? (All mentioned by more than 5%) (base=573)

Quotes to illustrate the most commonly sighted themes in the chart above, include:

- HLF should prioritise more spending on parks, landscapes, townscape regeneration, biodiversity or nature conservation (32%)

“There is still huge amounts of work to be done in the landscape, biodiversity, conservation area, but now there is very limited funding available for this. Many of the heritage landscapes are being badly degraded and will be lost to future generations if progress is not made to support widespread landscape focussed projects.” (External Funding Officer, Land and Biodiversity, Local Authority)

- Young people’s involvement is crucial; HLF should continue to prioritise young roots (28%)

“Young people should be the first priority for HLF - after all, these are the people that will be looking after these sites for years to come. I think instilling some kind of ownership of our heritage in young people is incredibly important for the heritage of our future.” (Project Officer, Other Sector, Community Voluntary)

- Places of worship need support; they are a provider of community services (23%)

"I think that the repair of places of worship has to be a priority as the majority of designated buildings are places of worship and many are facing a huge cultural and economic shift. The current repair grants programme is the main source of repair funding for places of worship and without it many congregations could not continue to use the buildings, leaving their future under threat. Places of worship are key community buildings reaching every part of the country; therefore their social as well as heritage value is enormous." (Church Building Support Officer, Historic Buildings and Monuments, Church Organisation)

Six percent of respondents stressed the importance of areas that are not covered by the targeted programmes including archives, transport, archaeology, museums and the marine environment.

"I believe all these programmes are high priority, but I am not sure they are the only or best priorities." (Conservation Architect, Other sector, Consultant)

"HLF could play a key role by supporting the new innovative approaches to be delivered at a landscape-scale such as Ecological Restoration Zones.... We also believe that funding should be available for projects on private land if it can be demonstrated that this would provide a wider benefit to biodiversity and ecosystem services. We would also encourage HLF to consider funding projects which cover marine and inter-tidal habitats." (Head, Biodiversity Policy Unit, Land and Biodiversity, Other Public Sector)

"I also think industrial heritage might be given more priority than has been historically the case." (Heritage Champion, Other sector, Local Authority)

"If as funder you had requirements for stipulating green infrastructure and integration biodiversity within a specified framework, then much more could be achieved." (Biodiversity manager, Land and Biodiversity, Community Voluntary)

"[We] would also like to suggest taking the impact of THIs slightly further by asking HLF to consider giving priority to individual building projects within a THI area, but not included in the immediate THI scope, that are proposed once the THI is completed. By prioritising such projects this would enhance earlier investment and help the impact of the THI go even further. (Education and Policy Development Manager, Historic Buildings and Monuments, Community Voluntary)

"Archaeology might be an area for special consideration." (Development Officer, Museums, Libraries, Archives and Collections, Community Voluntary)

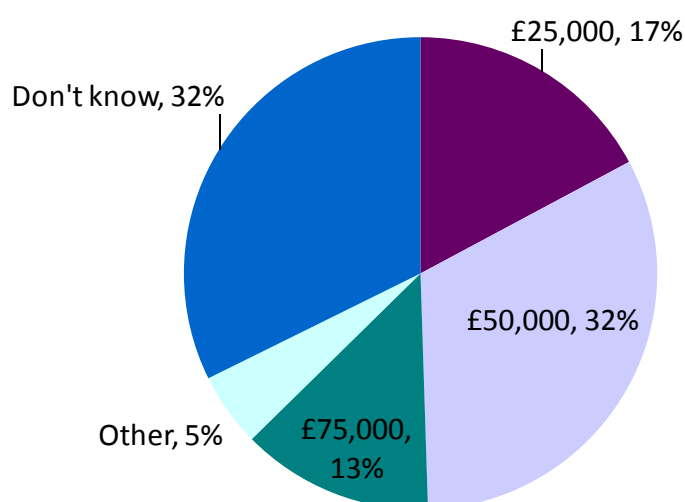
"The Landscapes programme should be expanded to increase opportunities for geological conservation and public education in connection with it." (Director / Secretary, Land and Biodiversity, Community Voluntary)

Respondents were asked for their views on proposed changes to each of the targeted programmes. Their responses are outlined in the sections below.

Young Roots

HLF is intending to increase the upper limit for the Young Roots programme to allow applicants to include realistic staff costs and to run projects over longer periods. Half of respondents agreed that the upper limit should be increased, while 17% said it should remain at £25,000 and 32% did not know. Of the 'other' amounts identified, the value ranged from £0, *"it should be discontinued"* to £1 million, *"There are examples of young people building their own centres and running them as businesses - the current tiny bid threshold caps any such ambition. Increase the ceiling!"*.

Preferred upper limit for young roots



Q22a What should the upper limit be for Young Roots grants be? (base=932)

Respondents identified a number of ways in which the Young Roots programme could be improved. The most commonly cited improvement was to increase the size of the grants available to young people. Some respondents felt that this would improve the quality of the projects that young people run by allowing them to run over a longer period or with the support of trained staff. Some participants also commented that the existing grants only cover the costs of new staff and do not contribute to retaining existing staff.

"We welcome the increased levels of funding available to include realistic staff costs and hope provision will be made available to include existing staff, rather than just new staff."
(Public Partnerships Manager, Historic Buildings and Monuments, Community Voluntary)

"The increase in upper limit is a good idea. Young people do need support and having enough to include realistic staff costs would be a positive move to provide the focused and

in depth support often needed for young people to feel valued and motivated.” (Funding Adviser, Other sector, Community Voluntary)

“Make Young Roots 50 or 75k and move Your Heritage to 200k. This will allow for longer, sustainable projects and encourage Young Roots projects to employ more substantial posts and deliver more concrete heritage projects. Besides it’s been the same limit for over a decade and it’s simply not worth the same amount.” (Owner, Other sector, Consultant)

“Still the best young peoples lottery funded programme. To make this increase would make a serious statement of intent for HLF to invest in the future of the UK through its young people.” (Owner, Other sector, Consultant)

Respondents also wanted to see projects awarded grants under the Young Roots programme take a longer term perspective. Suggestions included funding for longer duration projects and initiatives to improve the opportunities available to the individuals running the projects.

“Perhaps trial an opportunity for some projects to receive more funding over a longer period. Encourage and support these young people to take on ambitious projects and the results may be fantastic. It would be great to incorporate progression routes for these young people to allow them to become trainees in various types of heritage based careers - to encourage more young people to take on heritage as a lifelong career.” (Project Officer, Other sector, Community Voluntary)

“I’m particularly keen on projects that can allow for longer term support- much greater opportunities for better planning and for things to grow organically.” (Director of Museums, Collections and Public Engagement, Museums, Libraries, Archives and Collections, Community Voluntary)

A number of respondents stated that the programme could be improved to make it more attractive to young people and to encourage them to take part (12%). This could be, for example, by promoting heritage in schools, teaching young volunteers skills that will be useful in employment or by considering different ways of involving young people through other organisations.

“More support to ensure real youth involvement and shaping, more sharing and learning and celebration of outcomes including young people’s understanding and commitment to heritage in the broadest educational sense.” (Director, Other sector, Community Voluntary)

“Not necessitate a full-on formal partnership between a heritage group and youth group: know lots of youth groups who want to do heritage things and vice versa, but the current scheme prohibits this if the other side doesn’t exist, which is a real shame.” (Interim Head of Culture, Other sector, Local Authority)

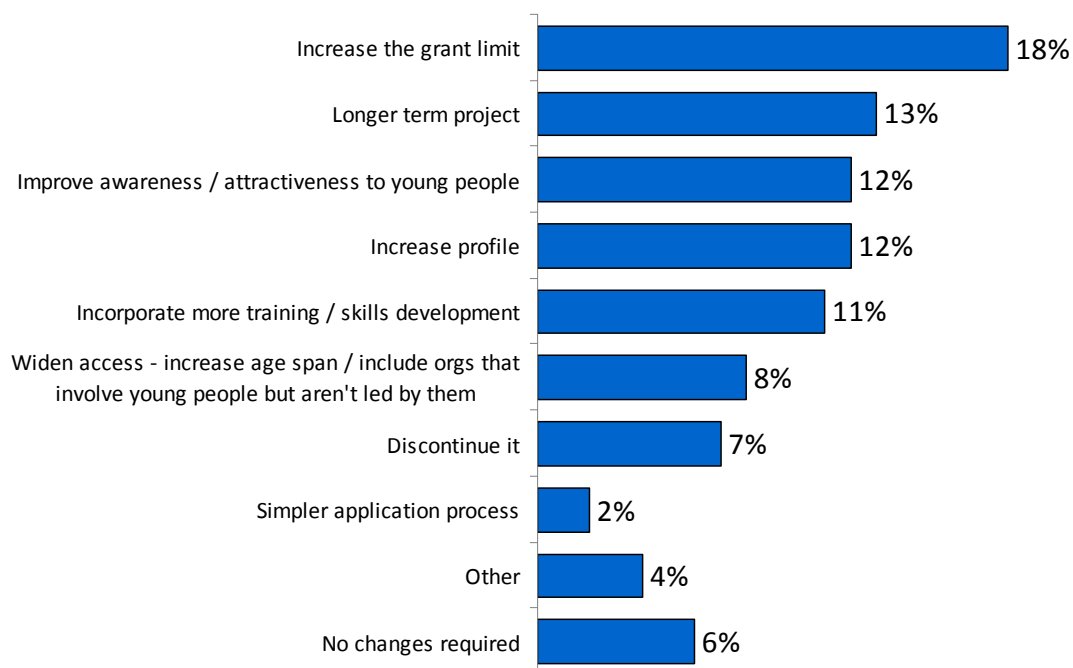
Similarly, 12% said that HLF needs to increase the profile of the Young Roots programme amongst young people and organisations that may be interested in working with young people. Suggestions included improving the appearance of the literature, using case studies to illustrate the range of opportunities available and encouraging relationship building between relevant organisations.

“Use the project stories as case studies for successful projects and to network with other similar projects.” (Director of Land, Learning and Engagement, Land and Biodiversity, Community Voluntary)

“HLF could assist in promoting it and linking potential partners together.” (Manager - Record Office, Museums, Libraries, Archives and Collections, Local Authority)

A full list of improvements suggested is provided in the chart below.

Improvements to the Young Roots Programme



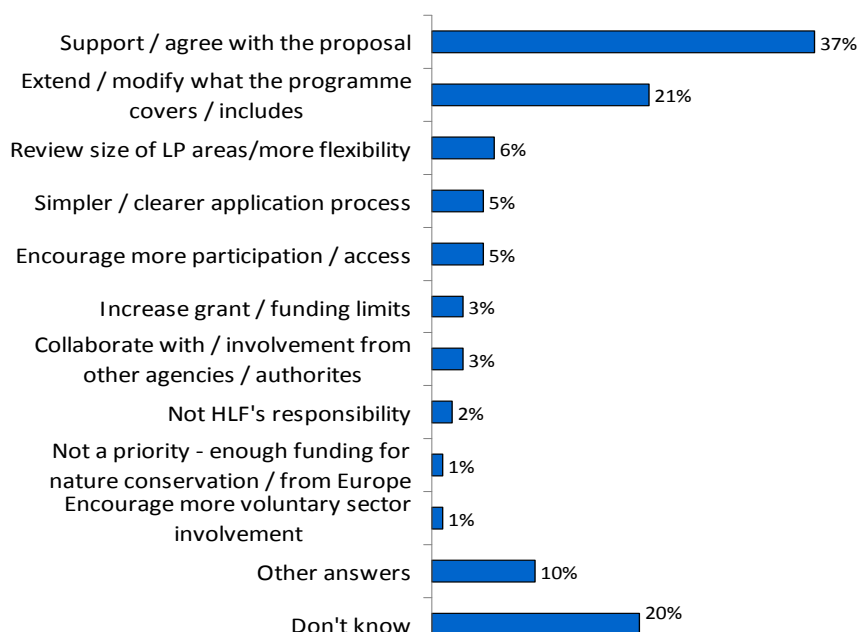
Q22b How could our Young Roots programme be improved? (base=328)

Landscape Partnerships

The Landscape Partnership programme is the only significant grant funding 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. HLF is intending to continue the programme after 2013, with an increased emphasis on nature conservation and biodiversity. HLF has already increased the budget available and is intending to review the maximum size of the Landscape Partnership areas. Plans are also being considered to simplify the programme requirements.

Respondents were asked for their views on HLF's proposals for the Landscape Partnerships programme, the chart below shows the range of responses that we received.

Views on HLF's proposals for Landscape Partnerships



Q23: What are your thoughts on our proposals for the Landscape Partnerships programme? How could they be improved? (base = 524)

Nearly two-fifths (37%) of respondents said that they support HLF's proposals. Land and biodiversity organisations were more likely than average to state their agreement with the proposals (57%). Positive feedback included an appreciation of the importance of landscape heritage work and an agreement that the budgets and size of the programmes should be increased.

"[We] would support a continuing focus on large scale projects that demonstrably encourage or achieve bio-diversity." (Director, Other sector, Consultant).

"I agree that the budgets and the size of the landscapes partnerships programme should be increased slightly to allow for more nature conservation to take place as this is an important part of the country's heritage and in turn creates tourism for areas." (Project Officer, Other sector, Community Voluntary)

A number of respondents stated that they would like to see the Landscape Partnerships programme extended further (21%). This could be, for example, by:

- Ensuring that funding does not target only the most attractive landscapes or rarest species:

"I think further clarification is required as to what qualifies as a 'distinctive local landscape area' as I have heard that it's not worth applying for this grant programme unless you are in an Area of Outstanding Natural Beauty or National Park!" (Historic Environment Team Manager, Historic Buildings and Monuments, Local Authority)

"An increased emphasis on biodiversity and nature conservation outcomes would be welcomed. The grant should not discriminate against lower quality landscapes which may need the most help and may be distinctive in less obvious ways than physical beauty, e.g. old coal mining landscapes" (Principal Ecologist, Land and Biodiversity, Local Authority)

"It is important not to focus on the iconic, rare or sexy species, but to view the landscape as a whole." (Development & Funding officer, Land and Biodiversity)

- Extending the definition of landscape to include, for example, marine landscape, geology and townscapes:

"I would like to see this extended to include seascape/coastal too, plenty of heritage exists off our coasts with ship wrecks and protecting the historic coastal views as well as the traditional industries." (External Funding Officer, Other sector, Local Authority)

- Extending the scope of the programme to cover small and large landscapes:

"I agree that the area limit needs increasing - my AONB covers 800 sq km and to only operate in one corner of it limits our ability to deliver via LPS as the other areas would become low priority for the life of the programme. If nature conservation and biodiversity are the priority then working on private land is a necessity - we are 95% private - I am not convinced of this need as landscape restoration, e.g. boundaries, heritage features, are as important as biodiversity which may only exist in pockets." (Development & Funding officer, Land and Biodiversity, Local Authority)

"This is a vital piece of support and should be extended to smaller more compact landscapes that otherwise might be significantly eroded or destroyed without understanding them." (Keeper of Collections, Museums, Libraries, Archives and Collections, Community/ Voluntary)

Other points of feedback made by a number of respondents include HLF taking a more flexible approach to selection criteria, a need for a simplified process and a need for HLF to increase awareness and encourage participation. A selection of illustrative quotes is provided below.

"I know our Environment division has felt daunted from applying to your landscape partnerships seeing them as very much dominated by local authorities" (Resource Development Adviser, Other sector, Community/ Voluntary)

"We have been partners in the development of a number of Landscape Partnership Programmes. The Landscape Partnership Programme has undoubtable benefits, but we have found them to be complex to develop. We support that the programme is simplified." (Park Management Leader, Land and Biodiversity, Other Public Sector)

"These seem to be worthwhile aims, however I think that the programme is not widely understood or known about". (Principal, Other sector, Consultant)

Parks for People

HLF has invested more in public parks than any other single organisation in the UK - £525m to around 500 parks out of the 2500 that have heritage merit. HLF wish to extend the scope of the Parks for People programme to include public cemeteries. Currently cemeteries are funded, but there are few applications and those applications that are received are often weak. HLF hopes that by extending the programme in this way it will encourage more, better quality applications. There are also plans to simplify the programme's requirements.

Respondents were asked to provide feedback on the Parks for People programme. In response, one in four (23%) provided positive comment on the programme and the proposals generally and one in four (26%) explained their agreement that the programme should be expanded to include cemeteries.

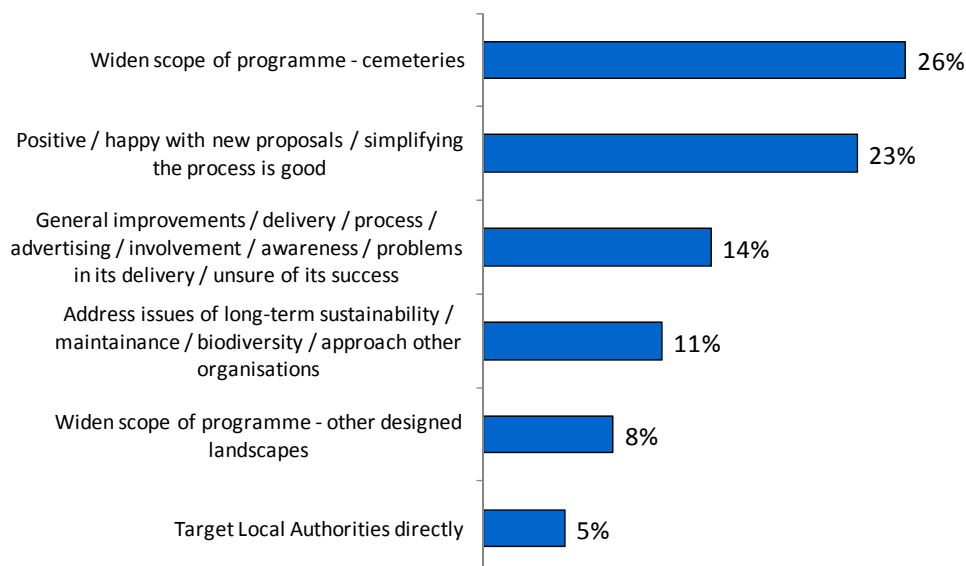
"Parks for people is an excellent programme. This is needed more as it is proved that green space and outdoor space is essential in well being and improving behaviour in communities." (Director of Land, Learning and Engagement, Land and Biodiversity, Community/ Voluntary)

"Sounds good especially "simplifying the process" for applications. Also focusing on cemeteries is good as many are in a dire state!" (Funding Officer, Other sector, Community/ Voluntary)

"Parks are an important and often undervalued part of the community, irrespective of one's religious beliefs I believe that cemeteries should not be allowed to become neglected, they are often a wildlife haven and also a place to reflect on life and living" (Consultant Ecologist, Other sector, Other)

A number of further areas for improvement were suggested by respondents. These are listed in the figure and table below the most frequently cited improvements described in detail below.

Views on the parks for people programme



Q24 What are your thoughts on our proposal for the Parks for People programme? How could they be improved? (all mentioned by more than 5%) (base= 586)

Issues raised by fewer than 5% of respondents included that this should not be a priority for HLF or its us not HLF's responsibility (both 4%); ensuring greater scope for public use (3%); involve local people and community groups more (3%) and lower the grant threshold (1%).

Respondents were informed that "Only 46% of local authorities have been awarded park grants and a surprising 36% have so far made no approach to HLF for funding even though it is estimated that most local authorities own parks that would fit our criteria". 28 percent of respondents stated without prompting that HLF should focus on encouraging Local Authorities to apply for grants. A number suggested that HLF should target Local Authorities directly or increase awareness of the programme generally.

"If so few Local Authorities are applying for grant aid, then the question must be asked to them directly, why not?" (Education Officer, Other sector, Community/ Voluntary)

"HLF needs to find out why certain local authorities are not accessing the programme. One of the issues may be the lack of available match funding or resources with which to work up a bid. It would be interesting to see whether the authorities that have not accessed Parks for People have accessed other HLF programmes i.e. whether there is a general issue with accessing funds or whether this is an issue of priorities." (Programme Manager, Other sector, Local Authority)

"I assume that you send out emails to local authorities and to their Chief Executives and parks departments and their leading Councillors stressing the availability of the funding. It

may also be worth getting some articles in the press (or letters to local papers where funding has not yet been taken up?) Use the Local Government Associations to spread the word I am amazed that Councils are not bidding in for money.” (Chief Executive, Other sector, Community/ Voluntary)

Others mentioned difficulties in relation to the delivery or process of applying a grant and the need to increase awareness of the scheme. Some specifically suggested that these factors may put Local Authorities, as well as other organisations, off applying. Difficulties included: the time required for organisations to prepare a bid, particularly if they are not sure that it will be successful; the costs associated with preparing a bid; the lack of support or training available from HLF to help organisations in doing this; the lack of flexibility around when organisations can submit proposal and the delay from HLF in making decisions. A selection of illustrative quotes are provided below:

“Finding capacity within local authority parks departments to put bids together is hard and likely to get worse, especially when there is no guaranteed outcome. [HLF] needs a simpler first application process (i.e. like the GWK community spaces award) which if conditions are met in second stage application receive money.” (Parks Development Officer, Land and Biodiversity, Local Authority)

“I think what puts local authorities off applying for funds is the complexity of the process, the high costs associated with project development (consultant fees in particular) and the length of time it all takes. I think it would be particularly helpful if the project development / manager post for major projects could be funded from the planning stage right through to completion.” (Project Manager, Other sector, Local Authority)

‘[The] Council welcomes the continued inclusion of cemeteries within the Parks for People programme. We also welcome that HLF is looking to simplify the programme’s requirements and suggest that a rolling programme of application deadlines be considered. At present there are only two deadlines per year which does not offer much flexibility to applicants when developing bids. Targeted development support from HLF may also be beneficial in terms of encouraging more local authorities to submit projects. (Senior Practitioner, External Funding, Other sector, Local Authority)

“The ratio of 1 in 5 parks having received grants may well be a reaction by local authorities being put off by the complexity and length of the current Park Grants programme. Several successful Parks projects in the North West have taken over 5 years from start to finish. Also the fact that Parks who have already achieved Green Flag status are less likely to receive HLF Parks funding has an effect on the overall success of the programme. There does appear to be some bias towards consultant prepared bids versus in-house local authority bids, there needs to be an open and equal chance of success. It is seen as a very pro-active move by HLF to reduce the match funding contribution from 25% to 10% in this current economic climate. In terms of the Parks programme we would welcome more dissemination of good practice and experience of projects already up and running, we would also be willing to assist in this practice.” (External Funding Officer, Other sector, Local Authority)

"We have had most involvement with this programme. The main improvement would be to try and speed up the response time from HLF and to try and reduce the preparation time before money is available. Some parks suffer heritage blight as a result of the long lead times." (Director, Other sector, Consultant)

"Simplifying the programme requirements should be a priority, the volume of work and timescale involved in the application process certainly puts many potential applicants off making an application. The programme also needs to be better publicised, as awareness is now at a low level in local authorities and other bodies." (Principal, Other sector, Consultant)

A number of respondents said that HLF should ensure that grant proposals cover issues such as long-term sustainability, maintenance; biodiversity and engaging with other organisations (11%). In terms of maintenance, some felt that the grants awarded should cover the on-going maintenance of the park. This could either be through a larger grant over a longer period or by allowing people who have received a grant to apply for a maintenance grant later.

"The problem here is that the Local Authorities cannot / will not provide post project funding to maintain them. Without ongoing security and good maintenance plus local community pride these projects will fail quickly and in my view are not a good use of HLF money" (Treasurer, Historic Buildings and Monuments, Church Organisation)

"Maintenance is the key issue with Parks. A programme of inviting previous applicants to re-apply to upgrade, revisit and maintain previous work would be beneficial. Encouraging the involvement of local community groups is a positive step." (Heritage Officer, Other Sector, Local Authority)

"On-going need for maintenance staff / wardens / youth workers etc in parks that have previously had investment. Need to ensure staffing levels / costs for staff are adequate to ensure maintenance over many years." (Trust Director, Historic Buildings and Monuments, Community/ Voluntary)

Others discussed the importance of biodiversity, and stated that this should be a requirement for all proposals:

"Parks and cemeteries are important repositories of urban biodiversity. It should be a requirement of applications to demonstrate how they are going to support the conservation of urban biodiversity. Too many parks are over-manicured and inhospitable to wildlife. This is preventing urban inhabitants from having access to nature." (Director, Land and Biodiversity, Community/ Voluntary)

"Could you work with other organisations such as the National Trust who want to go local to allow them to take on responsibility for some of these parks? Ensure again all bids have some biodiversity in them and also consider allowing people to start new parks ensuring everyone has a green space near their doorstep." (Development Officer, Land and Biodiversity, Community/ Voluntary)

"We support the idea of extending this programme to include cemeteries; however emphasis needs to be maintained across the programme on the importance of managing sites for biodiversity as parks are key components of ecological connectivity, especially in urban areas. The Lawton Review, recommends: "Local authorities should ensure that ecological networks, including areas for restoration, are identified and protected through local planning. Government should support local authorities in this role by clarifying that their biodiversity duty includes planning coherent and resilient ecological networks. "Given the move towards landscape partnership working, we would question the threshold for this programme remaining at £5m when projects seeking to work across landscapes can only bid for up to £2m." (Grants Officer, Land and Biodiversity, Community/ Voluntary)

Likewise some respondents stated that at application stage there should be more engagement with other organisations such as trusts and volunteer groups. Illustrative quotes are provided below:

"Each county in England has a Gardens Trust of some sort, all of whom are members of the umbrella organisation The Association of Gardens Trusts. These Trusts interests embrace those of the HLF stated above. Through greater liaison with the AGT and County Trusts wider publicity for HLF funding could be achieved." (Other sector, Other)

"Parks for People is essential to the wellbeing of local communities. However because the Parks have been reliant on Local Authority support and operation and maintenance, the fact that Parks in poor state are falling behind and creating upset in communities. Cemeteries are the same. Like Landscape Partnership, Parks for People Partnerships are required. There is a lot of local support and volunteers who could get involved. Capacity Building helper organisations could be essential for local peoples development to take on aspects of projects e.g. Friends groups, Conservation groups etc, etc. Partners could include a wide array - from business to Town and Parish Councils, community to Health bodies. Environmental organisations to energy efficiency. The Park could work for people, fauna and flora." (Regeneration and Grants Officer, Other sector, Local Authority)

Other suggestions for improvement include: widening the scope of the programme to include other types of landscapes such as zoological gardens and woodland; and to respond flexibility to local authority budget cuts.

Places of Worship

HLF acknowledge that Places of Worship are one of the areas of greatest need for funding. Until now the programme has focused on addressing the most urgent high-level repairs to listed places of worship. HLF proposes to continue to support the urgent repair needs, but will also consider how grants could help sustain places of worship in the future by increasing community use and involvement.

Respondents were asked their views on these proposals. Responses were generally positive, for example 45% agreed that places of worship should be more of a priority and that there should be a greater focus on sustainability and maintenance, while 15% stressed that church preservation is vital to communities and heritage.

“Working for a place of worship, I am very aware of the difficulties in raising funds for these high cost buildings. Ours is a medieval building which has a large backlog of repairs, estimated to be in excess of £10m. While repairing the damage will solve the immediate issue I agree that helping organisations such as ours to make changes that will enable it to sustain itself in the future must be a priority to reduce the need for further grants in the future. Investing in the visitor economy is one way of helping to secure our future repair costs.” (Director of Finance, Historic Buildings and Monuments, Church Organisation)

“Although repair, restoration and conservation of the historic fabric and fittings of places of worship must be a priority, there should be a requirement that greater community use is explored and therefore provision made to increase facilities. As mentioned above if this section was renamed something such as 'historic religious buildings' it may get greater public support.” (Trustee, Historic Buildings and Monuments, Community/ Voluntary)

“Preserving significant buildings while increasing their community use and involvement is an excellent idea. Applications should be able to demonstrate that buildings are not just used once a week, but provide a resource for the local community.” (Head of Heritage Services, Other sector, Local Authority)

A small number stated disagreement with the principles of the places of worship programme, for example 3% said it should be the responsibility of the church or congregation to maintain places of worship, similarly 4% said that the church is a wealthy institution and should not receive lottery funding. Another 4% did not think that places of worship should be a priority as they do not benefit the community as a whole. A few respondents acknowledged the difference between funding heritage and funding faith.

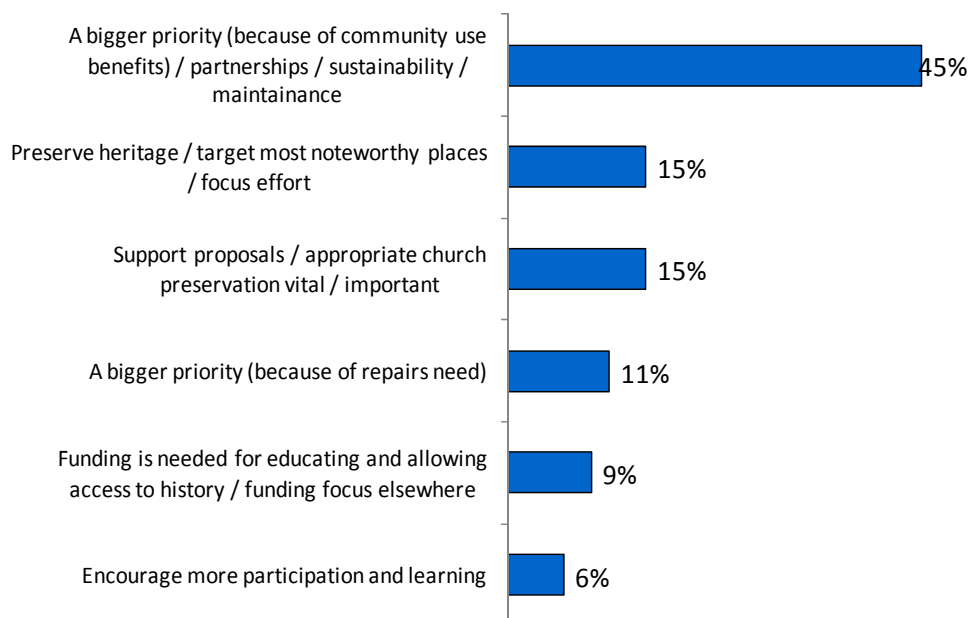
“Pro support for listed buildings which form significant landscape/townscape features and have community relevance. Against subsidising buildings for the private needs of worshippers - they (and church organisations) should contribute themselves. (Head of Objects Conservation, Museums, Libraries, Archives and Collection, Other Public Sector)

“I don’t think places of worship deserve any more support than any other under-used listed building of significant historical/ architectural merit” (Consultant, Historic Buildings and Monuments, Consultant)

“From a church perspective, I am aware of two different pressures on Christian congregations in Herefordshire. One is the pressure to pay for the ministry and outreach of the church; this is clearly the responsibility of the worshippers themselves. The other is to maintain an (often ancient) building, which they hold in trust for the whole community; and to adapt it for community use in the 21st century. For this purpose, the worshippers need to mobilize their neighbours and encourage shared pride in a piece of material history. The knowledge that HLF supports medium-sized restoration projects in every second village is good for morale across the county.” (Archdeacon, Historic Buildings and Monuments, Church Organisation)

Suggestions for improvement to the places of worship scheme are listed in the chart and table below:

Views on the proposals for the Places of Worship programme



Q25: What are your thoughts on our proposals for supporting places of worship? How could they be improved? (all mentioned by more than 5%) (base=587)

Responses given by less than 5% of respondents	Percent
The church is a wealthy institution with far less of a need for funds	4%
Not a priority for HLF	3%
Not HLF's responsibility / responsibility of congregations / religions	3%
Support for Cathedrals as well	2%
Broaden range of faiths supported	1%
This is a low priority	1%
Other answers	7%
No comments / nothing	5%
Don't know	4%

The most frequently mentioned improvements to the programme were to:

- Target the most noteworthy places and preserve heritage (15%). Noteworthy could be in terms of history, biodiversity, community use or structural appearance.
"Priority should be given to significant listed structures and also focus on whole society accessibility." (Managing Director, Land and Biodiversity, Community/ Voluntary)

- Allow funding for education and access to history in relation to places of worship (9%).
"[We] would suggest educational programmes could also be delivered as part of this as to why faith might be important, and which are the faiths that people follow, and their main teachings" (Founder, Historic Buildings and Monuments, Community/ Voluntary)
- Encourage more participation and learning (8%).
"We would support more focus on participation in places of worship through volunteering and community use of Places of Worship facilities. We are particularly keen to see more training and support for volunteers. We believe this will help to make Places of Worship more sustainable in future." (Trustee, Other sector, Consultant)

Support for local places and communities

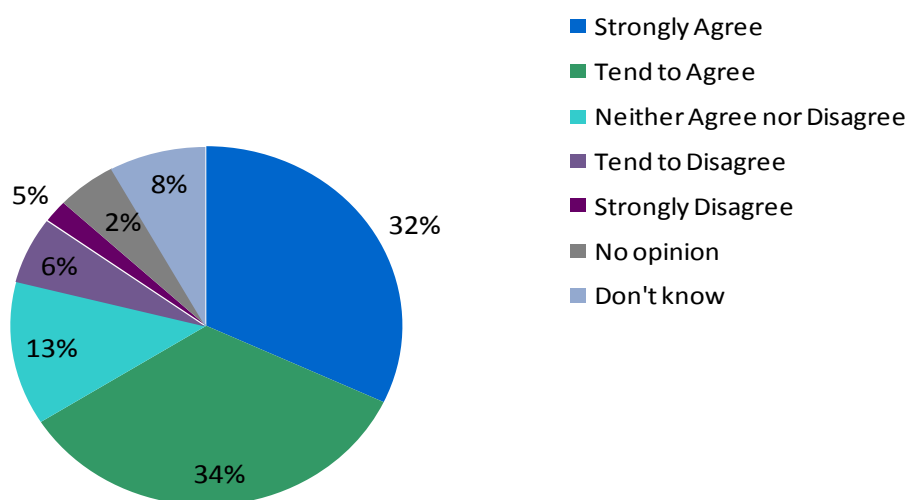
HLF has invested over £216 million in Townscape Heritage Initiatives and other area-based schemes across the UK since 1998. This programme supports local partnerships to regenerate conservation areas in economic need. The initiative, however, is operating in a challenging and uncertain environment due to the pressures of public sector cuts and a drop off in investment from the private sector. HLF is now reviewing the future of the initiative in the light of the emerging local growth agenda, and considering whether the regeneration of conservation areas in the centres of our historic towns and cities should continue to be a priority.

HLF also expects to see growing demand for support for the transfer of heritage assets into community ownership. HLF can already fund the purchase of heritage land and buildings where it is at or below market value and where it will help achieve greater public benefits or when the change of ownership will help improve the asset's conservation and management.

Respondents were asked to what extent they agree that heritage-led regeneration should continue to be a focus for HLF. Two thirds (66%) agreed that regeneration should be a focus, including 32% who strongly agree. Eight percent disagree that HLF should focus on heritage-led regeneration. Local authorities and development trusts were more likely than average to agree with this programme (74% and 87% respectively, compared to an average of 66%).

Respondents were asked how HLF can best support place-based heritage and communities' engagement with it. Their responses are provided in the chart and table below:

Views on heritage-led regeneration



Q26. To what extent do you agree that heritage-led regeneration should continue to be a focus for HLF? (base=932)

Responses given by less than 5% of respondents	Percent
Not a priority for HLF / sceptical about this / is it sustainable?	4%
Not HLF's responsibility / negative response - long term projects will be unmanageable / not viable / local groups can't deal with this	4%
The current economic situation/concerns could be a barrier to such measures	3%
Economic situation means need to amend THI	2%
Welsh	*%
Other answers	8%
Don't know	8%

The most frequently cited feedback was that HLF should continue supporting and investing in place-based heritage. Twenty-nine percent spontaneously said this, typically stressing the valuable nature of the work in a context of reduced spending by local authorities:

"This is difficult, since so much public funding has been cut in this area. Continuing your scheme will make it possible for those places where vision and funding are still in place - and will have massive impact on those communities where projects can still be delivered."
(Dean, Historic Buildings and Monuments, Church Organisation)

"We agree that this should remain a priority for HLF, particularly as alternative sources of funding dry up and the economic crisis and demand for growth puts increased pressure on local distinctiveness and character. HLF should continue to play a role in the debate regarding the role of local distinctiveness and heritage in tourism, place-making and well-being and contribute to case studies where historic buildings have been re-used or contribute to energy conservation." (Economic Development Manager, Industrial Maritime and Transport, Other Public Sector)

"This is an important programme that has helped change the townscape of our City in a positive manner. It is important that it focuses on the commercial core and the opportunity to bring buildings back into use with active and vibrant uses that create footfall. HLFs continued support for heritage led and place based programmes is important. Community engagement is important to create a sense of ownership and the opportunity exists for HLF to work through existing organisations and networks to do this." (Strategy and Regeneration Manager, Other sector, Consultant)

"THI has been enormously successful in the past but the regeneration climate in the country has changed radically in the last five years. I think area based schemes need to be based within the community and have the opportunity to be run by community-based organisations. Heritage is the legacy of communities and I think it needs to be given back to them." (Church Building Support Officer, Historic Buildings and Monuments, Church Organisation)

"Suggest HLF should develop closer links with the newly emerging Local Enterprise Partnerships (LEPs) and work with the local authority regeneration partners, so that HLF support adds value to strategic regeneration schemes and maximises the economic benefit to local economies." (Development Officer, Other Sector, Local Authority)

A similar proportion (28%) stated that HLF should continue funding in this area but that it is important to engage with local communities and local volunteers and staff, more so than HLF does currently. This could be by becoming more involved in the community or supporting local communities in preparing an application or delivering the project.

"I think more investment in on-the-ground case officer support, so that individuals can be more proactive locally." (Director of Museums, Collections and Public Engagement, Museums, Libraries, Archives and Collections, Community/ Voluntary)

"Community ownership and responsible use of heritage sites offers a route back to lost concepts of self reliance and value. HLF should assist those communities to ensure they have viable financial plans, offering contribution that address initial capital requirements only." (Associate Director, Other Sector, Consultant)

"By having a strong network of local offices and of experts in specific aspects of heritage. By encouraging heritage organisations to work together and to provide sharing and mentoring skills at a local level. This could be a requirement for grantees of a certain size or those in receipt of other public funds." (Head of Development, Historic Buildings and Monuments, Community/ Voluntary)

Twenty one percent suggested ways of improving the application process. They focused particularly on HLF being more flexible in its requirements, reducing match funding requirements, providing help and support to applicants and simplifying the process.

“A review of the THI is supported. Consideration for the needs of the local communities and third sector organisations will be required if they are to increase their role in heritage led regeneration. These needs may be “less standard” than public sector organisations and the programme will need to be broad and flexible enough to accommodate a more “bespoke” approach. Encouraging and supporting local communities and third sector engagement with the THI programme will also need to consider; The medium term security of funding grants, particularly for revenue based projects; That match funding sources are likely to be harder for this sector to secure; Successful local Partnership’s usually require a project “lead”...” (Head of Planning Services, Historic Buildings and Monuments, Local Authority)

“If well focused and supported by the local authority a THI can offer significant change to a community / conservation area. Without THI’s some conservation areas would be damaged irreparably. There is a need however to simplify the process of grant awards; the three grant rate are confusing for grantees and THI officers, making the application process for property owners difficult to sell.” (Partner, Other sector, Consultant)

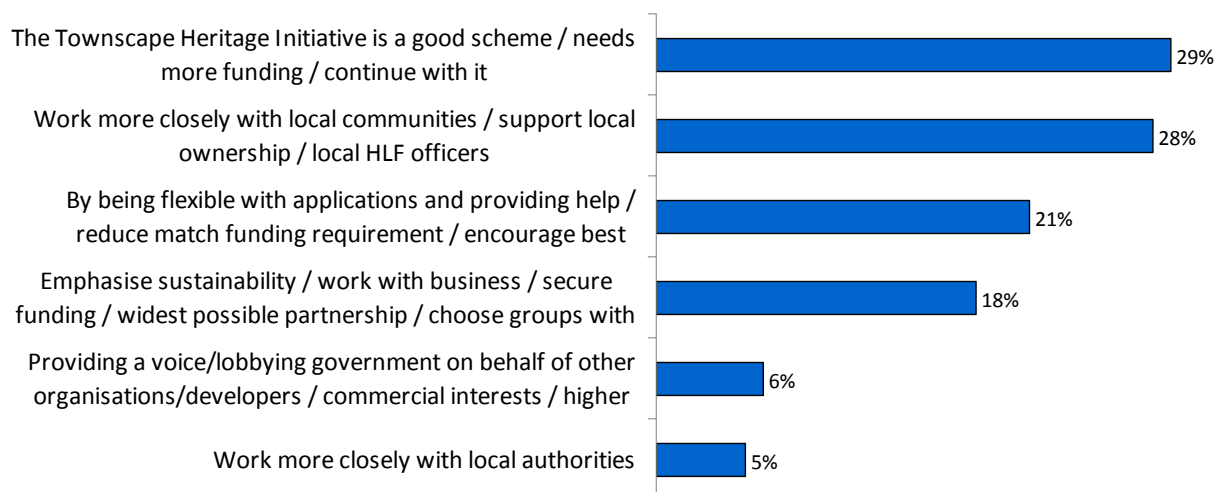
Eighteen percent commented on ways of ensuring sustainability, stressing the importance of conducting research, forming partnerships with other organisations, and awarding money to groups with a good track record and a well thought through business plans.

“By making economic sustainability as a priority in assessing applications and by demonstrating the economic benefits that come from heritage investment.” (Advisor to HLF, Other sector, Consultant)

“You need to be careful about supporting local enthusiastic groups to purchase local authority buildings if there is no clear long term business plan to make them sustainable.” (Chief Executive, Other sector, Community/ Voluntary)

“Investment in heritage has a hugely significant part to play in the regeneration of communities; particularly in economically disadvantaged areas....Our concern is that HLF is one relatively small player in the broad subject of regeneration, particularly urban regeneration. Heritage has a vital role to play but HLF cannot fight this battle on its own. This is an area where a coordinated approach to lobbying of government to emphasise the real vacuum that is being created by the cuts is needed. HLF should play its part in this, and should continue to use its own research and evaluation to provide evidence to underpin the formation of Government’s wider approach to growth and sustainable development.” (Head of Grants, Land and Biodiversity, Community/ Voluntary)

Supporting place-based heritage



Q26 How can HLF best support place-based heritage and communities engagement with it? (All mentioned by more than 5%) (base=416)

4.3. Section three: Additional Opportunities and Challenges

Summary of findings

HLF's proposals for actions and funding in various areas were met with strong support. On a scale of 1-5 where 1 indicated very weak support and 5 very strong support, taking scores 4 and 5 together: 57% support the proposals on climate change, 63% support proposals for digital heritage and 80% support proposals to run further targeted skills initiatives in the future. However, some feel that the introduction of new requirements in addressing climate change and using digital technologies in grant applications and their assessment by HLF may serve to increase the burden on applicants, particularly for smaller grants. Priorities for digitisation were generally heritage that is at risk of loss or by its nature lends itself to easier digitisation. The most important innovations that respondents thought that HLF should concentrate its funding on were those that facilitate bringing heritage out to a wider audience and to people who do not necessarily engage with it. Key priorities for HLF funding as far as skills are concerned were that expert or 'high-level' skills are nurtured in the sector, ensuring the sector remains sustainable and also working to retain the knowledge and skills of staff who leave the sector e.g. due to local authority funding cuts.

Responses to the heritage in private ownership question are more mixed: 42% said that HLF should do 'a great deal' or 'a fair amount' more to support heritage in private ownership, while 9% think HLF should not do anything at all. Overall, 80% think HLF should do at least a little more. In 2001 (the last time HLF asked this question), 63% were supportive of HLF offering grants to private and commercial owners, provided that there would be clear public benefit or public access. Although not a directly comparable question, the indication is that there remains strong agreement with the principle of HLF funding heritage in private ownership. Despite this support, respondents do have some concerns, namely that the HLF-funded privately-owned heritage needs to show clear public benefit including enabling access, and many do not like the idea of HLF funding leading to private profits.

Just over two in five (41%) said that HLF purchasing heritage items in the future is important, 15% disagreed. Over half (54%) favoured a change of policy for urgent acquisitions, and more respondents (37%) would prefer a re-running of the Collecting Cultures programme compared to embedding the strategic collecting approach in existing programmes (30%).

Overall strengths and weaknesses cited by respondents mirror those that emerged from the stakeholder workshop, namely that HLF is to be 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 are largely concerning the applications process and potential to make this less labour intensive, especially for smaller projects.

The final section of the consultation questionnaire sought views on how HLF can best help heritage organisations address challenges and opportunities facing the sector over the next few years. HLF's plans for action and funding in key areas of interest were presented and respondents were invited to comment on them. The five areas were:

- Climate change
- Digital heritage
- Skills
- Heritage in private ownership
- Buying heritage items

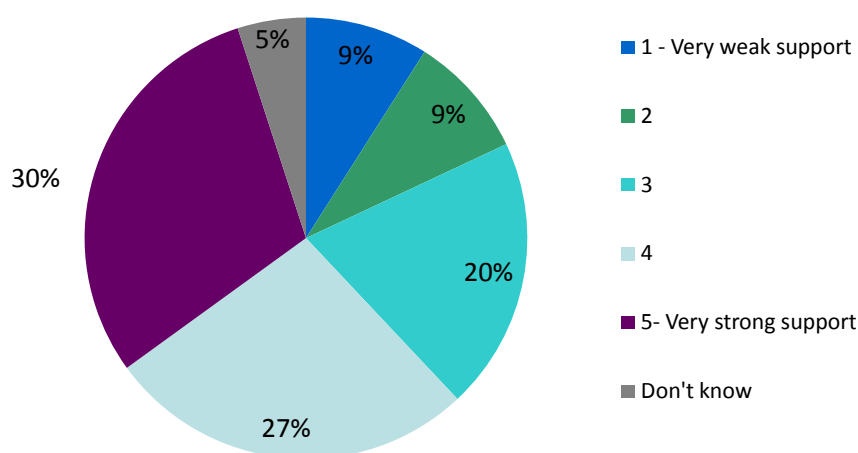
Climate change

HLF recognises that climate change is having a significant impact on heritage, resulting in damage and loss e.g. declining numbers of vulnerable species and increased rates of decay, flooding and erosion of buildings and historical sites. In addition to this there is a real challenge to become more energy efficient whilst also being careful to ensure that the fabric and character of historic buildings, landscapes and collections are maintained. HLF believes that its key role in reducing loss and damage is to ensure that projects it supports understand and address the risks they face as a result of climate change. Part of this role is to support projects that demonstrate leadership and innovation in addressing the issues of climate change mitigation and adaptation.

In the consultation document HLF proposed that all projects asking for a grant of more than £10,000 will be asked how they will be affected by predicted changes in the local environment and how any risks are to be addressed. In addition, assessing proposals for climate change mitigation and addressing other environmental impacts will form part of HLF's overall project appraisal procedure. Furthermore, the consultation document outlined a plan to launch of a one-off initiative in which HLF would support a variety of projects that will help to develop and trial new technologies, develop new skills and knowledge, and would serve to inspire heritage organisations with ideas and best practice for meeting the challenge of climate change adaptation and mitigation. Stakeholder views were invited on these key proposals.

As can be seen from the following chart, over half (57%) of respondents to this consultation say that they have strong support for HLF's proposals to address climate change, including three in ten (30%) who have *very strong* support for them. Just under one in five (18%) say they have weak or very weak support for the proposals. Looking at sub-groups of respondents, respondents from organisations in the Land and Biodiversity sector (78%) were significantly more likely than the average for the whole sample to show strong or very strong support for the proposals. Those working in the Historic Buildings and Monuments sector (22%) were most likely to have weak or very weak support for the proposals.

Most support HLF's proposals to address climate change



Q27a. How strong would you say your support for our proposals to address climate change is on a scale of one to five where one means your support is very weak and five means it is very strong? Base = 920

Respondents were encouraged to explain their response to the question above in an open-ended question. The most common responses grouped into themes are presented in the following chart. Over half (53%) qualified their support for the proposals stating that climate change is an important issue for HLF to concentrate on. Some illustrative verbatim comments taken from these responses are:

"Climate change is all pervading to heritage issues, with the physical environment and the communities within them. It's obvious therefore that HLF should concern itself with this."
(Operations Director, Community/voluntary organisation, Land and Biodiversity)

"Climate change is still an under-appreciated issue in the heritage sector and it is essential that it becomes a forefront issue. HLF is uniquely placed to help trigger a change in attitude as to what constitutes best practice, as you have successfully in other areas."
(Conservation Architect, Consultant, Other sector)

"Climate change is a step to sustainability and protecting the inheritance of our children - which is what heritage is all about."
(Archivist, Local Authority, Museums, Libraries, Archives and Collections)

"I think the issues are very real, and I think HLF is in a very good position to help heritage sites to do something about it. The barrier for heritage bodies is often the cost of investing in appropriate technology when the benefits are only felt over a long period. HLF can help with this. Furthermore, investing in the relevant technology can have a significant effect on fuel costs and thus on the long-

term sustainability of the project.”

(Heritage Consultant, Consultant, Other sector)

“I support the proposal for all projects of a certain size having to think about climate change impacts, even if at the lower end the outcomes might be minimal and/or superficial. As a society we need to take the opportunity to consider climate change impacts in all aspects of our life and work, so the HLF which is funding the physical/green environment, heritage assets and supporting communities presents a great opportunity to instil that thinking at the outset.”

(Director, Community/voluntary organisation, Other sector)

Reasons for opposition to the proposals are also clear from the chart. These can be grouped into three overall themes: the first being that consideration of climate change is not the responsibility of HLF and so should not have a prominent place in its strategy (12% gave answers in this vein). Secondly, those stating opposition to the proposals feel that they might excessively complicate the applications process. For example, 6% state the concern that climate change considerations are not relevant to all projects and 5% feel that the proposals will make the application process more complex. The third source of opposition comes from climate change sceptics who doubt the value and relevance of HLF focussing efforts in this area – for example, 8% say that not enough is known about climate change to justify these measures and 4% say that the benefits of these proposals would be too minimal to make them worthwhile.

“I think it is slightly ridiculous to suggest that HLF should become involved with climate change issues. On the one hand it seems simplified processes are being promoted while at same time new elements such as this will lengthen the application process and increase costs ... yet another report to be prepared at great expense.”

(Project Manager, Local Authority, Other sector)

“It may make some people less inclined to apply for funding as it may appear to be another box to tick that they don’t fully understand. It is important that groups and societies with limited experience in funding applications aren’t put off by the terminology and receive the support and guidance they required during the funding application process.”

(Project Consultant, Consultant, Other sector)

“The problem is so big our contribution would be insignificant. Leave to the government.”

(Project Monitor, Other, Other sector)

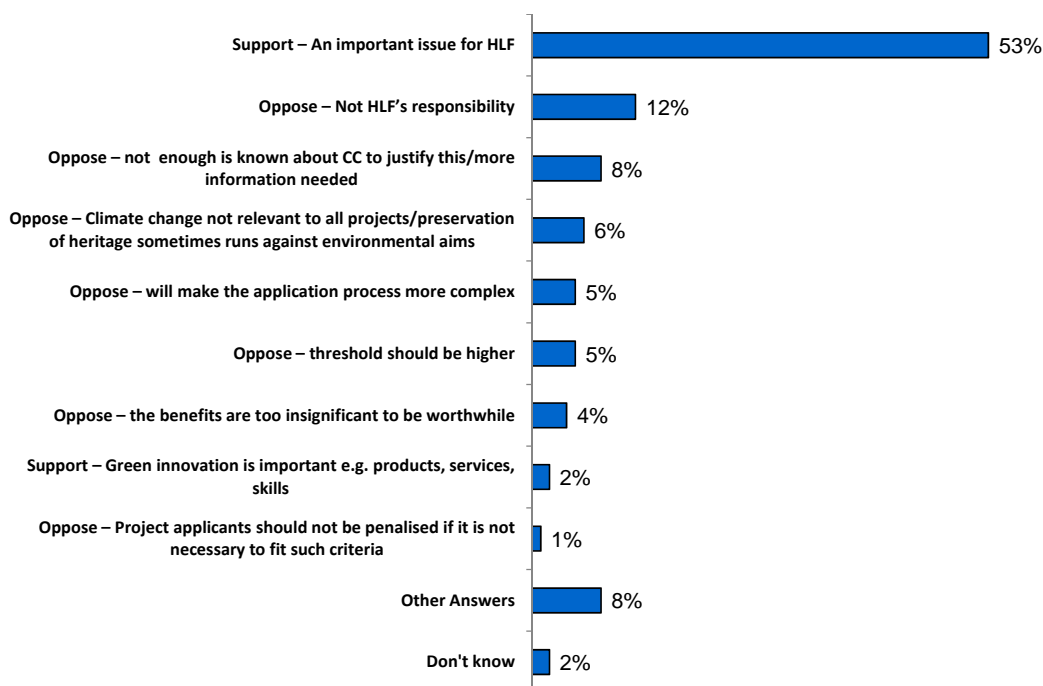
“While projects should be sustainable in the widest sense, climate change is a governmental issue and not one which should be a specific target of a discretionary, lottery-funded, body.”

(Archivist, Local Authority, Museums, Libraries, Archives and Collections)

“We do not know enough of the issues and there is a real conflict of views of the extent of climate change.”

(Church Community Worker, Church organisation, Historic Buildings and Monuments)

Reasons for support/opposition to HLF's proposals on climate change



Q27b Why do you say that? Base= 684

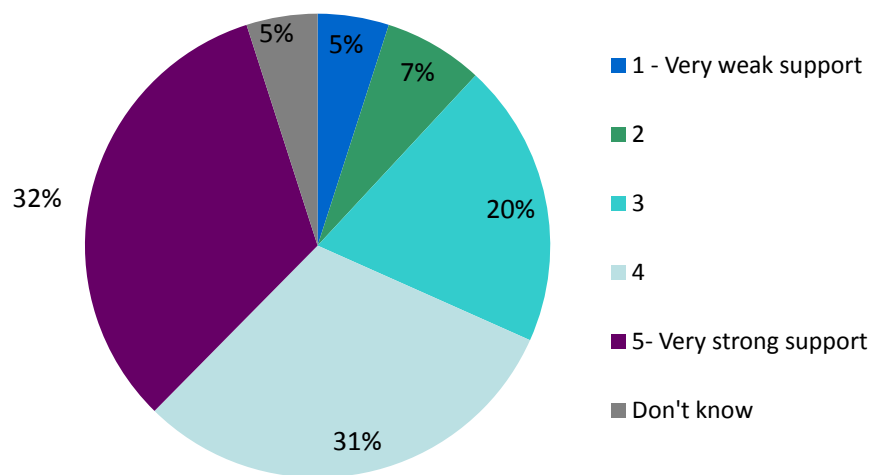
Digital heritage

Despite the fact that digital technology has great potential to transform the ways in which people manage and engage with heritage, previous research conducted by HLF indicates that heritage organisations are not currently well placed to take full advantage of the opportunities offered by digital media. In light of this, the consultation suggested three courses of action that HLF could take to help remedy this situation:

1. HLF do not currently fund creating digital materials (for example, websites, DVDs or virtual reality) if they are the *only* focus of the project. From 2011 onwards, HLF propose to change this and fund projects that are purely digital, if they meet assessment criteria.
2. HLF will launch two special initiatives:
 - Digitise and make available online a wide range of heritage assets
 - Stimulate innovative projects in the field of digital heritage
3. Ask all projects to make use of digital technology, in an appropriate and proportionate way e.g. for promotion, to make heritage more accessible through images and information on the web, or using social media to increase access, e.g. through I-Phone apps.

The following chart shows that almost two-thirds (64%) of those who responded to the consultation say that they support HLF’s proposals for digital heritage, including a third (33%) showing very strong support. Just over one in ten (12%) do not support the proposals and one in five (20%) put themselves in the middle of this scale. Those who have received a grant from HLF (68%) are more likely to support the proposals than those who have not (58%). Looking at sub-groups, respondents working in Local Authorities (72%) and other public sector organisations (81%) were more likely than average (64%) to support the proposal and respondents from Museums, Libraries, Archives and Collections sector (75%) were also more likely than average to express their support.

Proposals for growing digital heritage are met with strong support



Q28a. How strong would you say your support for our proposals for digital heritage is on a scale of one to five where one means your support is very weak and five means it is very strong? Base = 920

When given the opportunity to explain their answers in an open-ended question, two in five (43%) of those who chose to do so stated that the proposals are a good way to extend the reach of heritage projects and issues to an audience who would not necessarily engage with it and allow the users themselves to interact with and sometimes control the content.

“Digital heritage is a rapidly expanding sector and is a key way of involving young people in heritage, in particular those who are disengaged from it.”

(Engagement, Community/voluntary organisation, Land and Biodiversity)

“I think this is the most important way we can liberate and enhance cultural heritage and engage the public. The most successful companies (Google) let their users customise/create their content,

interact with it in social networks. The only sustainable future is networked."

(Librarian, Community/voluntary organisation, Other sector)

Very few (3%) of respondents who chose to answer this question stated that digital heritage should not be a priority for HLF. Common responses were in support of HLF's approach to digital heritage with certain caveats, namely about potential exclusion of those who do not have access to digital technologies (13%), caution that digitisation might dilute the intrinsic value of heritage (13%) and concern that money is invested in the wrong, outdated or unproven technologies (12%).

"Although I am enthusiastic about the potential of digital technology, I am very cautious about the idea that it should be a required part of every project. We have seen the creation over the last decade of a new class of exclusion: those who cannot get on with computers and other new technology. I know that new technology is a marvellous tool and should be a part of most of the projects that you support, but I am not at all convinced that it should be part of them all."

(Regional Accreditation Officer, Other Public Sector, Museums, Libraries, Archives and Collections)

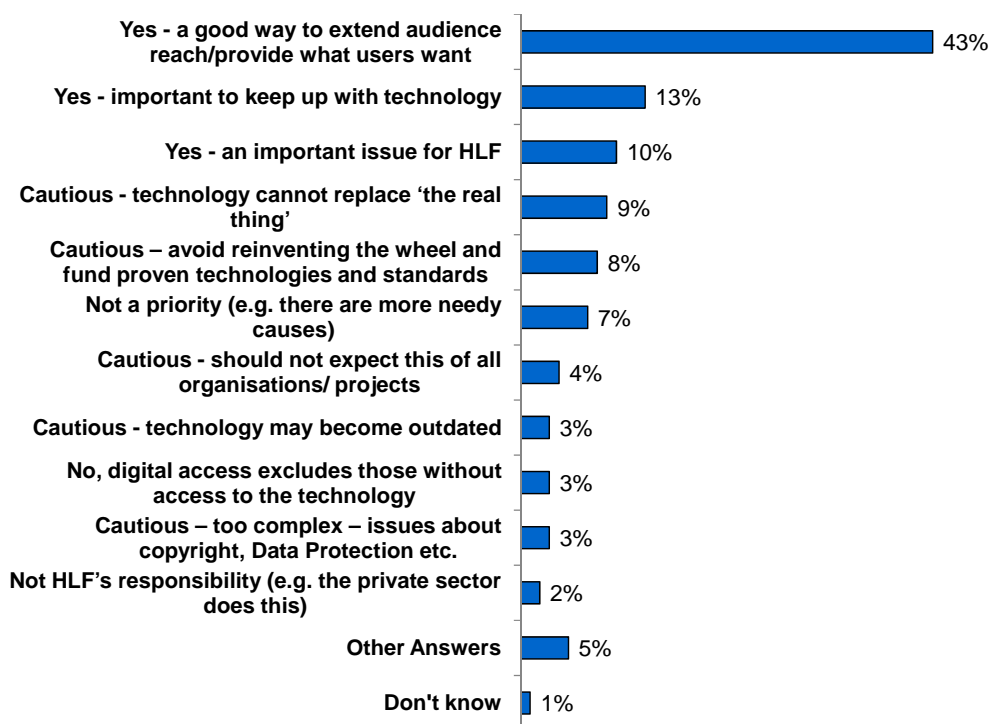
"I think we need to be careful not to make it too easy for people to engage with heritage vicariously. We must ensure that digital technologies provide access to those who cannot access physically and act to whet the appetite – but I wouldn't want digitisation and digital technologies to become a complete substitute for the real thing. "

(Director, Community/voluntary organisation, Other sector)

"The note of caution we would propose is that in larger schemes the time delay between the original proposals and project delivery means that digital components of the bid which were 'cutting edge' at the time of application may be less so during delivery, therefore HLF should take a flexible approach to the choice of technology in delivery stages."

(Director, Local Authority, Land and Biodiversity)

Reasons for support/opposition to HLF's proposals on digital heritage



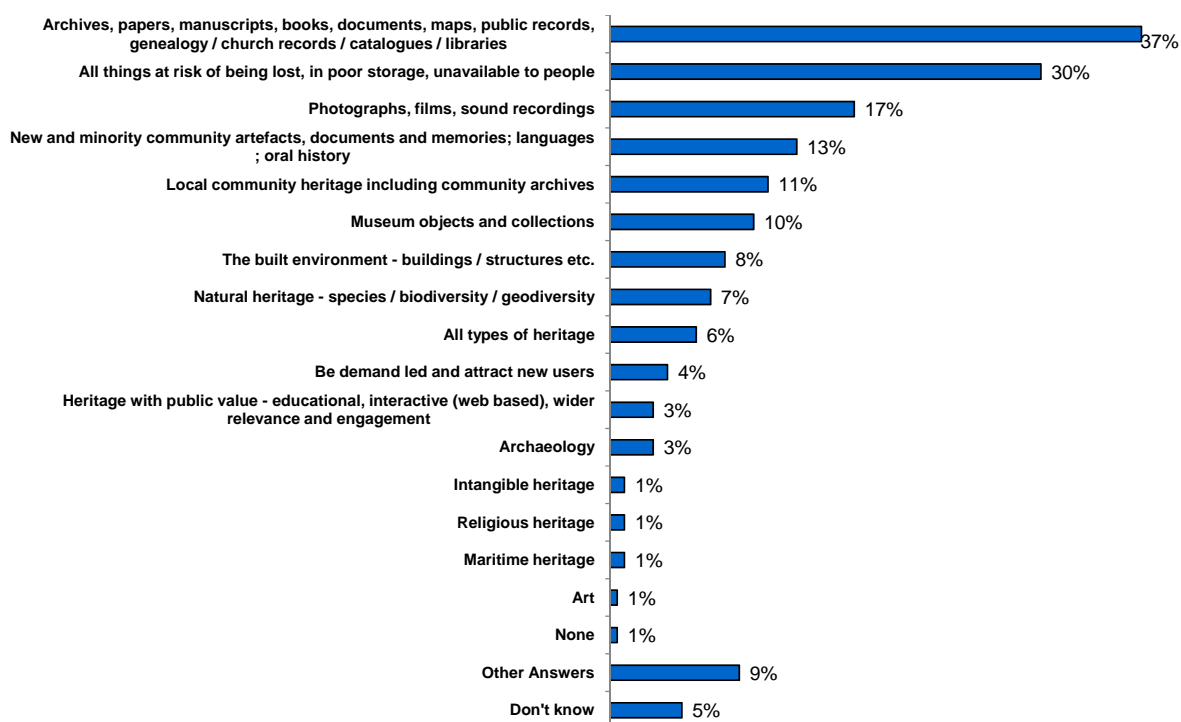
Q28b Why do you say that? Base=659

Respondents were asked (unprompted) what types of heritage should be the priorities for digitisation from HLF's perspective. Most common responses were for heritage that by its nature lends itself to easier digitisation – i.e. archives, papers, manuscripts, books, documents, maps, public records, genealogy / church records / catalogues / libraries (37%) and also heritage that is at risk of loss (30%). Respondents were not limited to suggesting only one type of heritage that should be a priority and several respondents chose to name more than one.

“Priority should perhaps be given to heritage at risk, capturing information before the asset further deteriorates or is totally lost. Many of the HLF funded projects addressing cultures, memories, languages and dialects would greatly benefit from digital technology.”

(Policy Research Officer, Community/voluntary organisation, Land and Biodiversity)

What are the priorities for digitisation?



Q28c What types of heritage should be priorities for digitisation, and why? Base=589

Funding innovation in the heritage sector is also a key aspect of HLF's approach to digitisation. The consultation questionnaire invited respondents to state which types of innovation they felt it was most important for HLF to fund in the future. Again, respondents feel that HLF should concentrate its efforts on innovations that facilitate bringing heritage out to a wider audience and to people who do not necessarily normally engage with it. As shown in the following chart, one in five (20%) of those who chose to answer this question felt that HLF needs to prioritise innovations that widen access and encourage engagement. Social media (13%) and mobile phone apps (12%) were also popular responses to this question which are likely to follow the sentiment of widening access, especially for the younger generation. Whilst supporting innovation is a broadly welcomed direction for HLF, a few cautious responses were given, namely that technologies chosen for funding should be proven to work e.g. so that heritage is not lost (8%), to have a benefit for the community (3%), and to be cost-effective and sustainable (3%).

"Innovations that enable ordinary people, especially young people and families, to interact with historical events, local heritage and stories and have a say in how these are accessed and used: in order to increase the sense of participation and ownership in these assets."
(Officer, Community/voluntary organisation, Other sector)

"Connecting people to their heritage (local, national & international heritage) Using new technology to make information about heritage accessible BUT, must be future-proof!"
(Project Manager, Community/voluntary organisation, Other sector)

“Anything that extends the access to heritage to people or groups who would not normally consider it to be of much interest - modern technology is a way of engaging with younger people, for instance.”

(THI Project Manager, Local Authority, Historic Buildings and Monuments)

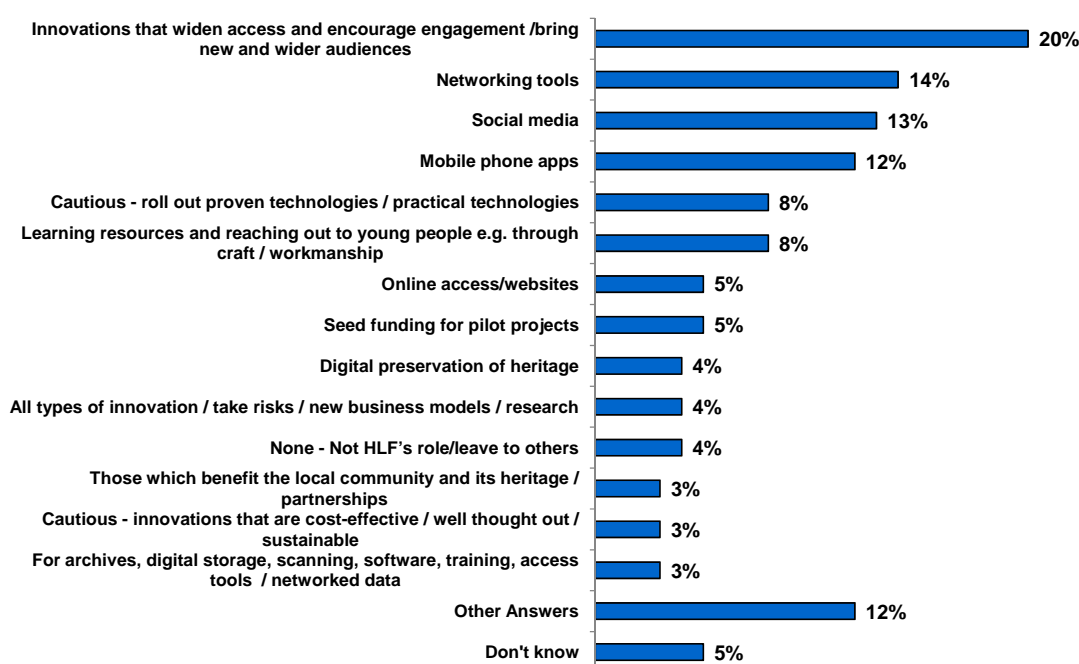
“Ones which open up access; and ones which safeguard for the future what will otherwise be lost forever.”

(Dean of Bradford, Church organisation, Historic Buildings and Monuments)

“HLF should fund innovative ideas that capture community and individual participation, preferably in building a long term heritage asset. Archive preservation must be in Trusted Digital Repositories as digital assets need to be actively managed for future accessibility.”

(Outreach, Community/voluntary organisation, Historic Buildings and Monuments)

What types of digital innovation are most important to fund?



Q28d What types of innovation are most important for HLF to fund, and why? Base = 478

Skills

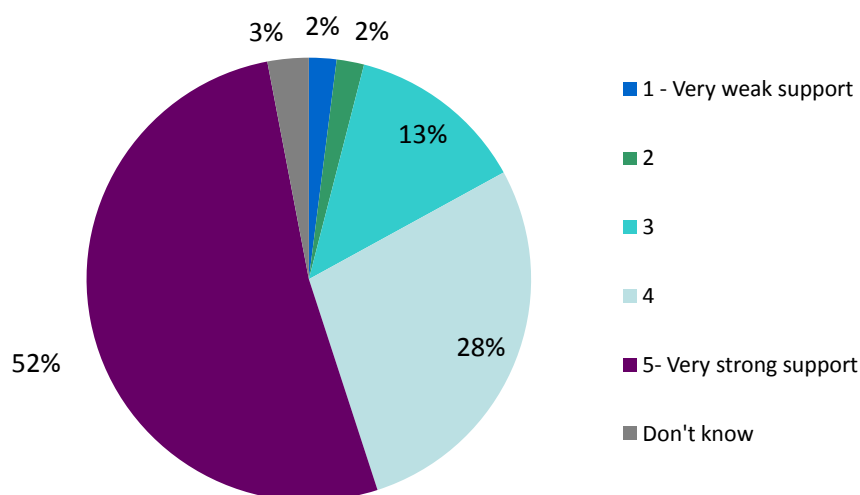
In 2010 HLF ran an initiative called Skills for the Future designed to address skills gaps in the heritage sector and help put heritage organisations in a strong position for the recovery from the recession. This programme was successful in generating a large number of high-quality applications and resulted in over £17m of investment. However, HLF believes there is still more to do in terms of enabling access to funding for heritage skills training, particularly from small and medium sized organisations and also in promoting a more diverse and representative heritage workforce.

Furthermore, as services are cut and reduced, many experienced people will leave the publicly-funded heritage sector in the next few years. HLF therefore sees an urgent need to ensure there are opportunities to transfer their knowledge to a younger generation.

HLF already asks all Heritage Grant applicants for over £1 million to include proposals for training, and encourages these larger projects to take opportunities to meet strategic training needs by building in substantive, accredited training opportunities. Its strategy for 2013 onwards proposes that it continues to encourage applicants to demonstrate ambition in this area and to build on the Skills for the Future programme by implementing further investment in targeted skills initiatives in the future.

The following chart shows that support among respondents to this consultation for further HLF investment in targeted skills initiatives is exceptionally high – eight in ten say they have strong (28%) or very strong (52%) support. Very few (4%) do not support this and one in six (13%) place themselves on the middle of the scale. This high level of support does not differ significantly across sectors, however, those working in community/ voluntary organisations (56%) and consultants (63%) were more likely than average (52%) so show very strong support for the proposals. Those working in Church organisations (23%) were more likely than average (13%) to place themselves in the middle of the scale.

Very strong support for targeted initiatives on skills



Q29a. How strong is your support for our proposal to run further targeted initiatives on skills in future, on a scale of one to five where one means your support is very weak and five means it is very strong? Base = 920

Respondents were then asked to provide more detail by explaining their answer in an open question. The most common themes among these open responses were that practical, specialist skills need to be prioritised as an area for targeted investment to ensure that heritage is well-managed and hence crucially is sustainable in the future. Retention of knowledge and skills of those who are leaving the heritage sector due to an aging workforce and government cuts is a key priority, as is ensuring that the staff who are retained are given adequate training to optimise the value they bring to the heritage site they work in. Providing this training was also seen as ensuring that heritage sites are well run and have a sustainable future.

"It's enormously important that we have the heritage skills necessary to help safeguard heritage - some skills once lost are gone forever. I think it's also really important to have well-trained professionals within decision making and influencing roles."

(Church Building and Support officer, Church organisation, Historic Buildings and Monuments)

"Without good skills we cannot do good conservation. High quality skills are disappearing and we run the risk of becoming ineffective in the future when vital skills are lost and not replaced or topped up. We need to make more investment available to allow local organisations to engage new amateurs/professionals and connect them to existing ones."

(Conservation Manager, Community/voluntary organisation, Land and Biodiversity)

"Building skills is absolutely critical for the future sustainability of heritage programmes as well as to develop a higher skills pool and increase aspiration in younger audiences in deprived areas."

There should be a recognition of skills development based on transferrable skills - confidence, communication, teamwork - which are acquired through heritage related activity rather than any narrow focus specifically on heritage related tasks - e.g. traditional crafts.” (Director, Community/voluntary organisation, Other sector)

“Diversity is key to sustainability - the more diverse the skill set we have, the more likely it is that our heritage will be accessible in the future. We have a duty to ensure that these jobs, knowledge and skills are available for future generations to enjoy.”
(Archivist, Local authority, Museums, Libraries, Archives and Collections)

“Once a skill or trade is lost then trying to reinvent the wheel is very difficult. More importance should be given to funding training with companies involved in conservation / restoration rather than for a specific project. This would mean moving from one project to the next, giving continuity of work and experience, and not just working on the one project.”
(Treasurer, Community/voluntary organisation, Other sector)

“Skills training can be a great way to engage young people in heritage.”
(Project Coordinator, Community/voluntary organisation, Other sector)

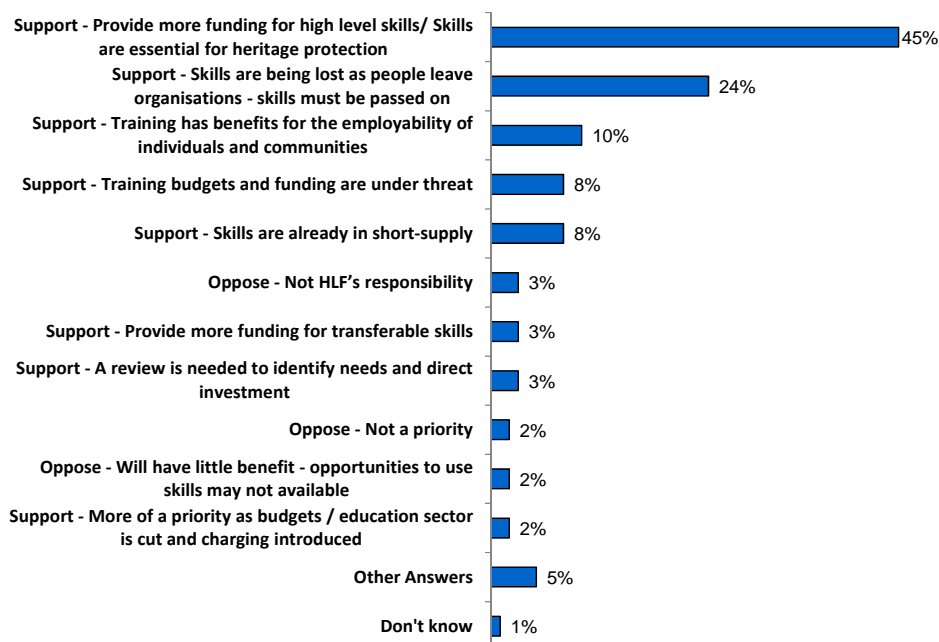
“There is a huge gap in this area, with a few highly skilled people/organisations, but many who have little understanding of the issues but unfortunately believe they have, and give that impression to owners/clients. HLF should support organisations providing training and apprenticeships to increase skill levels, and preferably provide some form of accreditation, which would not only increase the skills pool but would also raise the quality of conservation work over time and raise expectations in the long term.” (THI project Manager, Local Authority, Historic Buildings and Monuments)

Also another key theme to come out of the responses to this question was the need for HLF to continue supporting the upskilling of volunteers:

“Equipping people to care for the historic environment is essential. Even when funding is available skilled workers with the appropriate training and experience are essential for appropriate works. The use of local skills and materials is important not only for the continuity of regional architectural styles and techniques but also the sustainability of a building project. A great deal of good can be done by appropriately trained volunteers.” (Director, Church organisation, Historic Buildings and Monuments)

“Heritage skills are vanishing - we need to ensure the next generation can learn these skills to operate as professionals. We must not forget however that a very great deal of heritage is in the hands of volunteers -- we need to ensure volunteers are properly trained to look after it. Hence the need for national training frameworks.” (Committee, Community/voluntary organisation, Land and Biodiversity)

Reasons for support/opposition to HLF's proposals on skills



Q29b Why do you say that? Base = 701

When asked which skills in particular should be prioritised in future initiatives, most respondents who chose to answer this question (62%) opted for practical and craft skills that can be used for conservation of heritage sites. Another relatively common theme was skills relating to management and curation, linking back to the sentiment described above - respondents feeling the need to prioritise high-level specialist skills. Communication and marketing skills are mentioned by 6% of respondents to this question and twice this proportion (12%) felt that the heritage sectors themselves should set the agenda on which skills should be priorities for investment in their areas.

"Practical skills that are being lost over time Knowledge that is being lost with the passing of a generation We are becoming a nation that relies too heavily on technology for everything and forgetting those skills that actually make things and bring back the lost community spirit."
(Community Development, Community/voluntary organisation, Land and Biodiversity)

"Traditional craft skills are important but increasingly there is a need for community/voluntary organisations to also have practical project, business and management skills so that projects are sustainable and thrive in the medium-long term."
(Advice, Other Public Sector, Historic Buildings and Monuments)

"Traditional heritage and conservation skills seem always to suffer a shortfall, and due to the relatively poor remuneration in this sector, along with cuts, are likely to continue to. It is therefore in the interests of the sector to ensure that there are opportunities for those skills to be retained, or

re-introduced, on a regular basis.”

(Director, Community/voluntary organisation, Historic Buildings and Monuments)

“As in any sector, heritage can benefit from investment in skills in all areas. There is a need to develop skills to communicate with and reach out to new audiences that do not traditionally access the natural environment; skills in developing community engagement; technical skills e.g. survey work, monitoring; organisational skills to ensure sustainability e.g. leadership and management development should be targeted.”

(Fundraising Manager, Community/voluntary organisation, Land and Biodiversity)

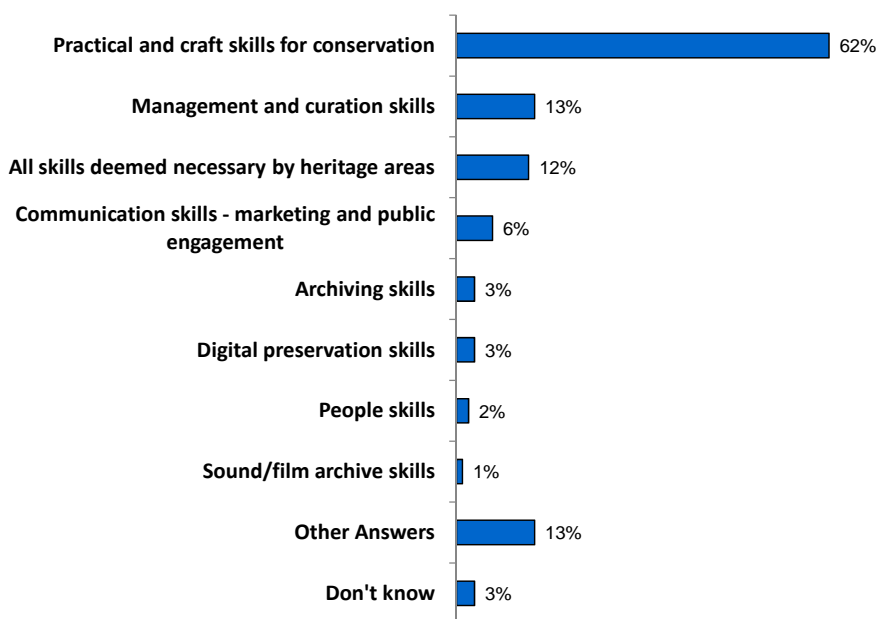
“It is for each section of the heritage to determine the skills its needs and to establish with the HLF the means of establishing and supporting those skills.”

(Chairman, Community/voluntary organisation, Historic Buildings and Monuments)

“Developing the skills base of either exiting staff, volunteers or trainees wishing to begin careers in heritage can only strengthen the ability for the projects associated with these people to become more self sustainable. It's all about relevant training and access to knowledge.”

(Project Officer, Community/voluntary organisation, Other sector)

Which skills should be prioritised in future initiatives?



Q29c What skills should be priorities for our support in a future initiative, and why? Base = 589

After commenting on what specific skills should be prioritised by HLF in future initiatives, respondents were asked what specific role HLF should take in facilitating the transfer of skills and knowledge across the sector, itself a key priority set out for the future strategy. One third (34%) of respondents who chose to respond to this question stated that signposting heritage organisations

to key skills and best practice would be beneficial. A similar proportion (32%) stated that HLF should focus efforts on forming partnerships with other organisations to disseminate knowledge and skills e.g. through joint training programmes. Linked to this (25%) suggested HLF should encourage apprenticeships, secondments and volunteering schemes. Just under one in ten (7%) suggested that HLF should make dissemination of knowledge and skills via training a condition of a project receiving funding or at least favouring projects that do so in the selection process.

“By creating opportunities for exchange, dialogue and understanding between skilled practitioners. By finding people who can communicate the sense of achievement and self worth that a skill gives to an individual.”

(Heritage and Arts Advisor, Other, Other sector)

“HLF has a critical role as a disseminator of best practice.”

(Director, Consultant, Other sector)

“Recipients of HLF funding for digitisation should be encouraged to disseminate widely the outcomes of their HLF funded work. There is also a case to be made for the HLF itself to (i) disseminate examples of best practice widely, and (ii) collaborate with other agencies to support and stimulate accredited training courses.”

(Chairman, Community/voluntary organisation, Museums, Libraries, Archives and Collections)

“We believe that HLF should help in the passing on of knowledge of skills within the sector. HLF will have a very good idea of what may be needed in terms of skills and training development, not least from information gathered from the Skills for the Future programme. HLF could facilitate the sharing of learning in the sector and to avoid wasteful re-invention of the wheel. HLF could also develop partnerships with sector skills councils, research councils and commercial partners to gain more involvement in the shortage of skills area and any research and development that may be needed.”

(Head of Grants, Community/voluntary organisation, Land and Biodiversity)

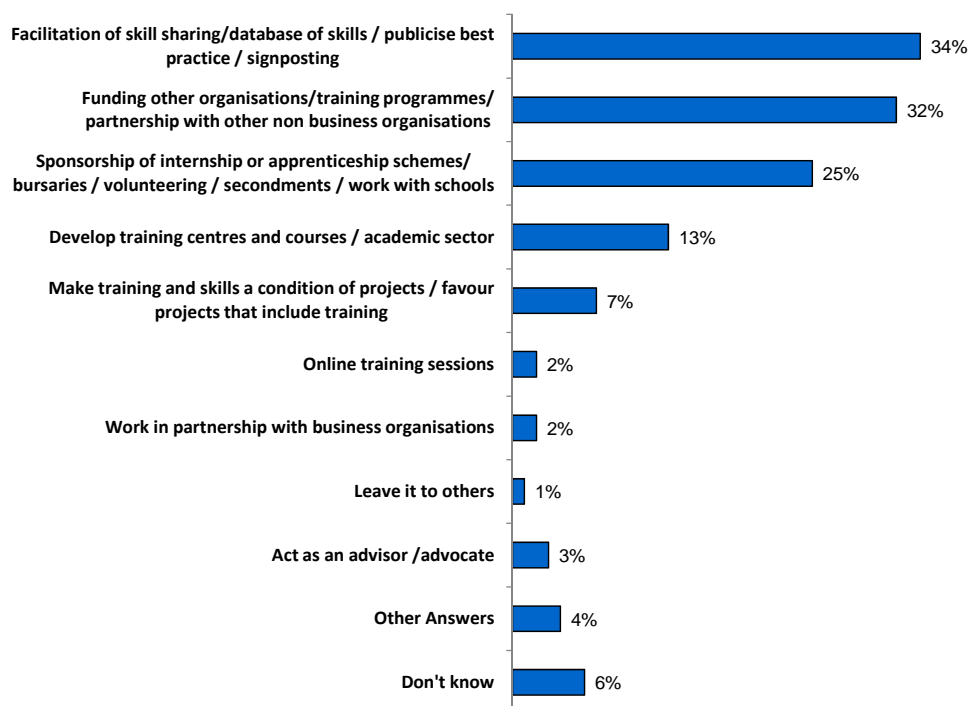
“Provide encouragement by way of favouring projects which have an element of training in such skills included as well as funding some projects where this might be the main aim.”

(Committee, Church organisation, Historic Buildings and Monuments)

“Fund work placement schemes within and between organisations both of the same type and different kinds e.g. museums and wildlife trusts or community groups. Traineeships for undergraduates, recently employed graduates, 16-18 year olds where appropriate. Schemes that fund retired specialists to share their knowledge and skills with younger employees or volunteers. Fund initiatives where specialists get out into schools / colleges and the wider community to share skills.”

(Keeper of Natural History, Community/voluntary organisation, Museums, Libraries, Archives and Collections)

HLF's role in passing on skills and knowledge



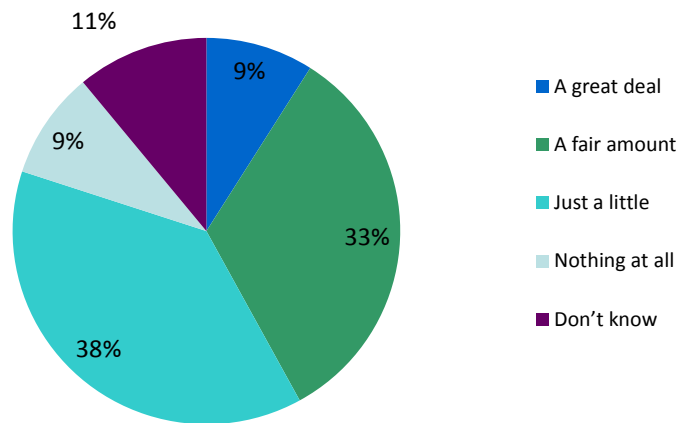
Q29d What role could or should HLF play in helping the passing on of knowledge and skills within the sector? Base= 563

Heritage in private ownership

HLF's strategy for heritage in private ownership from 2013 onwards proposes that it will explore whether there are funding models that would allow limited funding of capital or conservation work to privately-owned heritage in well-defined circumstances, for example where the benefits from tourism or economic regeneration can be shown to outweigh any private gain. The consultation document invited stakeholder views on partnership approaches that could secure significant public benefit from funding heritage in private ownership and whether there are ways of accurately measuring private gain and assessing that against public benefits.

When asked to what extent, if at all, they feel that HLF should do more to support heritage in private ownership, eight in ten said that HLF should do at least a little. This proportion breaks down as follows: one in ten (9%) felt that HLF should do *a great deal* more, a third (33%) felt that HLF should do *a fair amount* more and just under four in ten (38%) said that HLF should do *just a little* more. One in ten (9%) say that HLF should not do anything more to support heritage in private ownership. Respondents working in the Historic Buildings and Monuments sector (47%) were more likely than average (42%) to say that HLF should do more to support heritage in private ownership.

Over eight in ten feel HLF can do more to support heritage in private ownership



Q30a. To what extent should HLF do more to support heritage in private ownership? Base= 920

Respondents were given the opportunity to explain why they feel that HLF should or should not do more to support heritage in private ownership and the open-ended responses received were largely reflective of the fact that respondents support HLF doing more, but not to a great extent, i.e. with some caveats. For example, over half of respondents who provided a response to this question stated that they supported more HLF involvement in this area, providing that their investment leads to greater public access to that heritage site or item/s. Similarly, just under three in ten (29%) said that their support of a greater HLF role in helping heritage in private ownership is only valid if HLF's money is being invested in something which has value and 23% are cautious that the HLF support does not lead to private profit. Many responses suggested that HLF should attach clauses to their investment in heritage in private ownership, such as a way of clawing back profits if the heritage item is sold or ensuring a shared ownership scheme where at least part of the heritage site or item/s that HLF invests in becomes the property of a co-operative or charity for example, adding a further safeguard to ensure public benefit.

"I would only support providing funding to private individuals where continued public access is guaranteed. It would be appropriate for deposited archives to receive conservation funding only if this could not benefit the owner should they sell the item."

(Archivist, Community/voluntary organisation, Historic Buildings and Monuments)

"HLF providing grants/heritage loan to private owners could result in a more positive response to preserving heritage. Further placing a public access requirement on the support given by HLF would reconnect communities with sites and potentially promote long-term involvement in

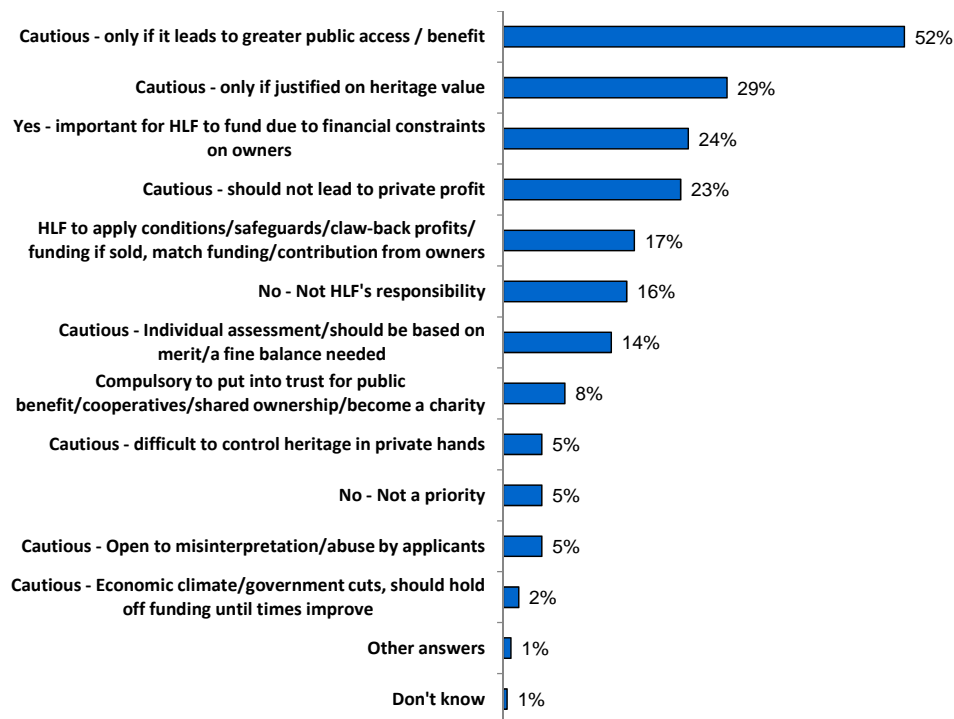
management and facilitate sustainability. There would need to be conditions put in place with regards to 'capital gain' sharing from any sale of the property following restoration. Suggest this could be based on market value pre-work and value at completion with market up/downturns incorporated."

(Manager, Local Authority, Land and Biodiversity)

"There are of course instances where the heritage value/significance is worth investing in venues under private ownership. However any investment needs to set against potential commercial return. If the asset owner is making a profit from investment then it is possible to ring fence a % of the profit to reinvest in continued investment in the heritage asset... it is also pretty straight forward to have a claw back clause so that money is repaid if the asset is sold for profit/commercial gain."

(Associate Director, Consultant, Other sector)

Reasons for support/opposition to HLF doing more to support heritage in private ownership



Q30b Why do you say that? Base = 664

Buying heritage items

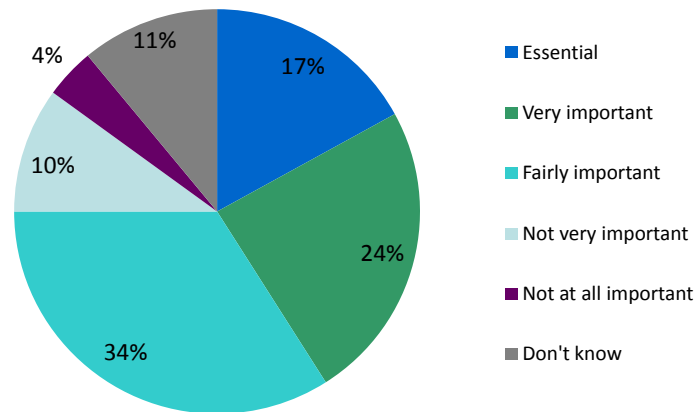
HLF recognises a need to enable museums, libraries and archives and others to buy, and safeguard for the future, individual heritage items and collections, and to develop their collections strategically. In recent years HLF ran a programme called Collecting Cultures, which has enabled museums to take a more strategic approach to collecting by allowing them to purchase a number of items over a period of time as part of the development of a coherent collection. HLF asked whether it should run a further Collecting Cultures initiative in future, inviting applications from archives and documentary heritage collections as well as museums.

HLF already fast-tracks proposals for urgent acquisitions, and proposes to continue to do this, but also suggests that there are further steps that it could take to make applying for acquisitions easier:

- In future HLF proposes to remove the requirement for learning activities linked specifically to the acquisition and will simply ask how the object(s) will be exhibited and used in an existing public programme.
- HLF could also mainstream the principles behind Collecting Cultures within its general grants programmes, to allow applicants to purchase items and develop a defined area of their collection strategically over a fixed period of time, integrating the acquisitions into their existing public programmes.

The following chart shows that most respondents (75%) considered that the purchase of heritage items in the future is important. Just under one in five (17%) said that this is essential whilst a quarter (24%) felt it is very important. One in seven (15%) felt that the purchase of heritage items in the future is not important. Respondents from the Museums, Libraries, Archives and collections sector (67%) are more likely than average to say that this is essential or very important (41%). Respondents from the South East region are also more likely than average to say this (53%).

Three-quarters feel that purchasing heritage items in the future is important



Q31a. To what extent do you consider the purchase of heritage items in future to be important? Base = 920

Open-ended answers given to qualify responses to the above question on purchasing heritage items were varied. The most common theme of responses was that it is important to fund the purchasing of heritage items in the future, provided that these items have clear public benefit, specifically to the UK. Those who saw less importance in HLF funding this area explain their view by saying that this should not be a priority for HLF (7%), and that HLF should focus on funding current collections rather than building new ones (5%). Others also expressed concern that items may lose value quickly (4%) or HLF involvement may mean inflation and hence paying over the odds for some items (4%).

"Filling gaps in collections & making acquisitions that will have significant public benefit is important, especially in terms of local/ regional heritage. In terms of international heritage, then whether a Rubens is in a national gallery here or in New York I don't think is as important; sometimes these types of acquisitions are more like trophies, then having a robust public benefit underpinning the case for the purchase. Acquisitions of locally important artefacts by local museums are far more likely to impact education & learning programmes, stimulate new visits, etc." (Capital Projects Officer (Creative Services), Local Authority, Other sector)

"Collecting artefacts and materials for museum collections is important but is also an area that is likely to be supported by other means e.g. philanthropic giving/sponsoring an item etc. Therefore it may not be such a high priority for the HLF. I would support a further Collecting Culture project as I think it is good for museums of all sizes to be encouraged to think strategically about collecting." (Project Director, Community/voluntary organisation, Historic Buildings and Monuments)

“Whilst funding should be available to purchase heritage that might disappear into private ownership or be exported abroad, HLF should however always maintain enough funding to support existing collections as a priority”

(Head of Collections, Community/voluntary organisation, Industrial, Maritime and Transport)

“From time to time a particular acquisition might be extremely important to an applicant's strategic aims but overall we do not think purchase is at the moment the highest priority for HLF funds.”

(Communication, Community/voluntary organisation, Museums, Libraries, Archives and Collections)

“New acquisitions are important, however more emphasis should be on supporting museums (and others) current collections so they are protected for the future.”

(Icon Intern Programme, Consultant, Other sector)

“HLF money should not be publicly "on the table" for fear of encouraging inflation in the market. The further refinement of the fast-track application is to be encouraged. “

(Church Buildings Advisor, Church organisation, Historic Buildings and Monuments)

Although HLF proposals on acquisitions related to portable heritage only some respondents did ask whether the requirements could also apply to land and buildings:

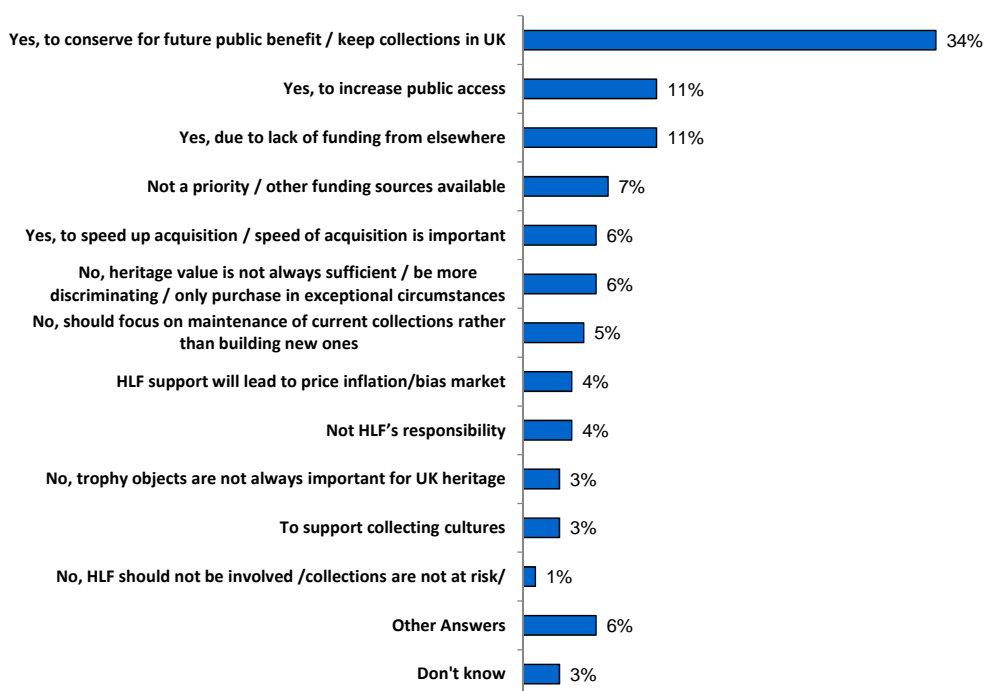
“Acquisition of land and buildings is an important conservation tool but needs to be used wisely. Bringing assets into protective management can change their character. It also requires significant resources for their ongoing management.”

(Advice, Other Public Sector, Historic Buildings and Monuments)

“We would strongly support the principle elucidated here i.e. under ‘Our Collecting Cultures Programme’ where 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 to respond to the markets and manage their own acquisitions budgets’. We believe this could equally be applied to buildings - there needs to be more flexibility about artefacts: many historic buildings come along with such artefacts which can either be seen as a burden and a complication, or on the other hand as a very welcome bonus to the heritage asset.”

(Director, Community/voluntary organisation, Historic Buildings and Monuments)

Reasons for support/opposition to HLF purchasing heritage items in the future



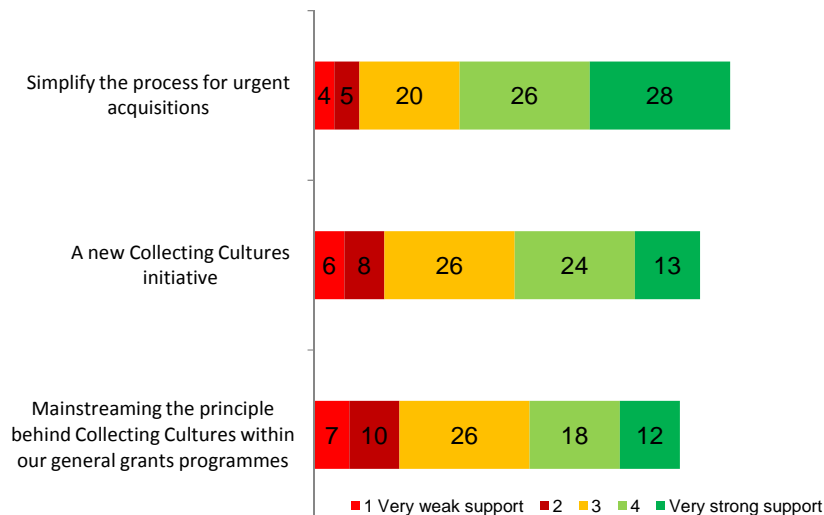
Q31b Why do you say that? Base = 574

The following chart shows that support is strongest for HLF's proposal to simplify the process for urgent acquisitions with over half (54%) stating that they had very strong or strong support for this. Just under one in ten (9%) do not support the proposal and 17% said that they did not know enough to provide a response. Perhaps unsurprisingly given they are probably most likely to benefit from the proposal, respondents from the Museums, Libraries, Archives and Collections sector (76%) are most likely to show strong or very strong support for simplification of the process for urgent acquisitions.

Just under four in ten (38%) had strong or very strong support for the introduction of a new Collecting Cultures initiative with one in seven (14%) saying the opposite and 23% did not know. Again, respondents from the museums and libraries/ archives sectors are the strongest advocates here.

Weakest support comes for HLF's proposal to mainstream the principle behind Collecting Cultures within its general grant programmes. Three in ten support this proposal but just under two in ten (17%) do not. Notably, just under three in ten (27%) said that they did not know enough about this proposal to provide a response.

Strong support for urgent acquisitions process and Collecting Cultures



Q31c-e How strong would you say your support for our proposals on a scale of 1 to 5 where 1 is very weak support and 5 is very strong support: Base = 920

The consultation questionnaire offered respondents the opportunity to add more detail and context to their responses to the question displayed above with a free-text question. Again, responses were quite varied and one in five (22%) again stated that they did not have enough knowledge to express a view. Among those who were able to provide a response some emergent themes can be seen, for example just under one in ten (8%) stated that ensuring public value is important and just over one in ten (12%) praise the ‘light touch’ of HLF’s strategic approach to collecting.

“Strategic collecting, or acquisition, sits well within wider programming and if it can form part of larger projects is more likely to become a part of longer term planning - which is to be encouraged as it builds skills/knowledge within an organisation and enables organisations to engage with different audiences in new ways during the whole process. If it was mainstreamed however I think you need to add some additional requirements on applicants to provide information on the strategic collecting strand of the project to demonstrate how they met HLF priorities in this particular area.”

(Freelance Consultant, Consultant, Other sector)

“It is the educational value of Heritage projects which is really more important than acquisitions.”

(Artistic Director, Community/voluntary organisation, Other sector)

“I’m not sure if this is the role of the HLF. There are other organisations out there providing similar support. HLF is about connecting ‘ordinary’ people with their heritage - where historic items have a

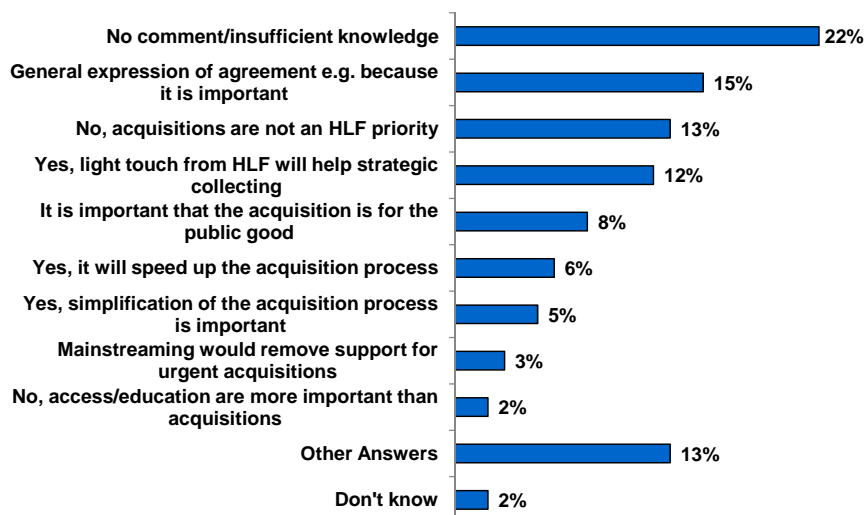
monetary value, the money is filling an individual's purse!"

(Participation, Local Authority, Other sector)

"The disadvantage of mainstreaming the Collecting Cultures principle is that it may dilute available funding. For some organisations acquisitions are less important than for others. A scheme that is specifically set up to support a strategic approach to collecting is probably a more cost effective way to increase the value of our joint heritage assets."

(Managing Partner, Community/voluntary organisation, Other sector)

Reasons for support/opposition to HLF's proposals for buying heritage items



Q31f Why do you say that? Base = 328

Overall views

The consultation questionnaire ended with three questions to understand generic views on HLF's strengths and also where it can improve. As would be expected, given the variety of respondents to this consultation, their various sectors, interests and experiences of dealing with HLF, responses to these questions were wide-ranging. As for what HLF has done particularly well, just over three in ten (31%) said that a key strength of HLF is providing funding for heritage and 'making things happen'. Just under one in five (17%) praised the support they had received from the HLF team and similarly 7% spontaneously praise the quality of HLF staff. One in six (15%) said that HLF was particularly successful in supporting public engagement with heritage and the same proportion praised HLF's advocacy of heritage. Slightly fewer said that HLF has performed well in terms of the

breadth of projects it funds (13%) and ensuring heritage is safeguarded (12%). Although these percentages look modest, these are strong themes given the wide variety of potential responses.

“Provided the opportunity for communities and organisations to undertake work that otherwise would not have happened. A lot of this work will ensure the future of certain landscapes etc for future generations to enjoy. Also it will improve community life by giving better facilities etc.”

(Project Manager, Other Public Sector, Land and Biodiversity)

“Overall HLF has transformed the heritage sector for the better since it came into being. It has enabled thousands of projects to happen that would not have done so on the basis of philanthropy or development value alone. Such an organisation is the envy of heritage sectors in other countries and it is a great British initiative that makes the quality of life better for millions of individuals.”

(Development Manager, Community/voluntary organisation, Historic Buildings and Monuments)

“I think HLF are very fair and honest in their approach. They are exacting, but they provide support and, unlike other funders, do not pretend that the process is easy. I appreciate that as nothing causes more problems than funders that are flexible and non-committal until the last minute when they suddenly become inflexible and very, very picky. HLF do that all up front, and it's refreshing - they make you aware that it's going to hurt so that, when it does, you're prepared for it!”

(Policy and Partnerships Officer, Local Authority, Other sector)

“HLF has been particularly good at connecting heritage and people. This applies in particular to recognising that heritage does not stand on its own like a statue on a plinth. Without the engagement of the community we will have a never ending cycle of forgotten heritage projects.”

(Councillor, Local Authority, Other sector)

“HLF have opened up the heritage to more people, helped to preserve the heritage for the future which would otherwise have been lost, helped to raise awareness of the importance of heritage assets.”

(County Activist, Local Authority, Museums, Libraries, Archives and Collections)

“In offering a wide breadth of grant schemes to a wide audience and for a wide range of heritage values; and in consulting with the various individual groups and with the different public & voluntary sector organisations.”

(Conservation & Design Officer, Local Authority, Other sector)

“Provided financial support to secure public benefits from heritage assets, protected at risk heritage assets, supported innovation and overall given a very large boost to the tourist economy through the projects that HLF has supported. It has raised the profile of the importance of heritage.”

(Director, Community/voluntary organisation, Museums, Libraries, Archives and Collections)

What has HLF done particularly well?



Q32a Overall what do you think HLF has done particularly well? Base = 673

Spontaneous responses to the question in the consultation on how HLF might improve were even more varied. However, some strong themes did nonetheless emerge. A clear theme for improvement is the application process and a perceived bureaucracy (23% said this), lack of sufficient advice (11%), difficulty for smaller organisations to apply (8%) and more clarity on the reasons for decisions (5%). Perhaps linked to this, 6% of respondents to this question felt that HLF could communicate better with its stakeholders. Just over one in ten (11%) stated that HLF can improve the spread of its funding across different heritage sectors and 6% feel that HLF can do more to ensure the sustainability of the projects it funds.

"Continue to review application processes - accountability is important but bureaucracy will result in groups with important schemes potentially choosing to not access programmes. "
(Manager, Local Authority, Land and Biodiversity)

"The terms and conditions of the grants in some cases and the complexity of the application forms should be reduced and reviewed. Where grants are reliant upon match funding this should be minimised to ensure that any grantee is not overburdened by the complexities of a range of different priorities, grant conditions and stipulations. "
(Conservation & Design Officer, Local Authority, Other sector)

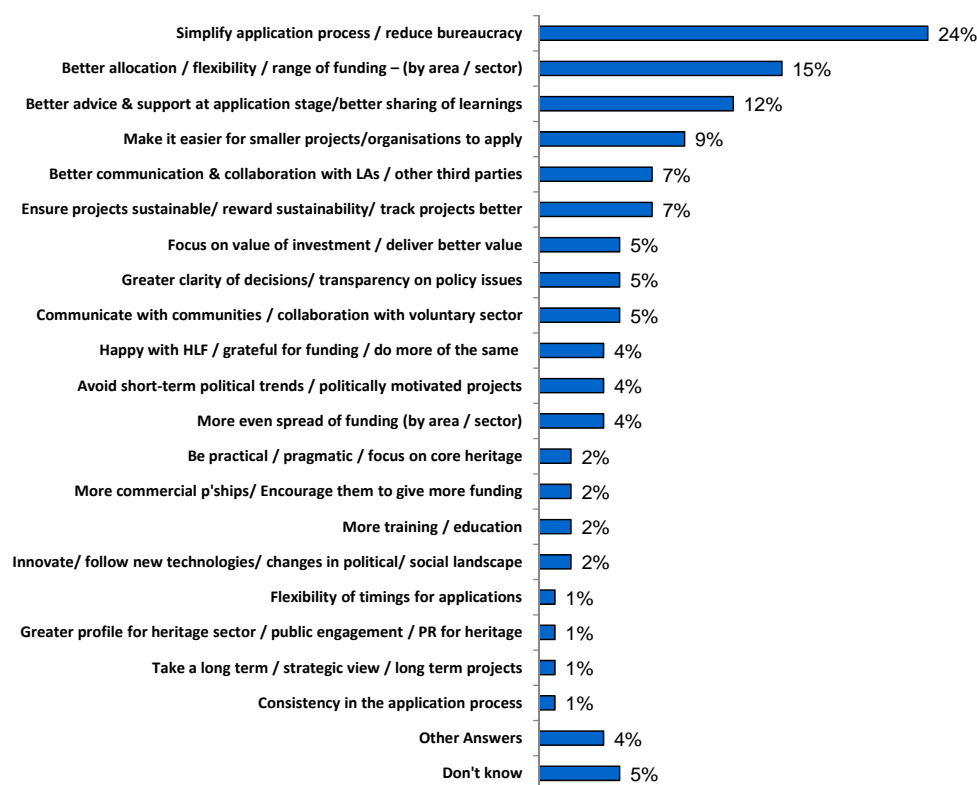
"Lack of support available between 1st and 2nd round applications. Support is available from the development teams, up until you submit the 1st round application. Beyond that, support is supposed to come from the Grants Officer, however there is a conflict of interest as groups may not

feel able to freely discuss any issues with developing the project for fear of jeopardising the application, so further development support and a demarcation of support/advice and grant assessment should be made. ” (Development Officer, Church organisation, Historic Buildings and Monuments)

“More emphasis on encouraging organisations to work together. The grants process inevitably encourages applications from single organisations who have their own specific priorities. However, if HLF could provide strategic funding for a group of organisations (say the 15 museums in Bath) then this would incentivise collaborative work, skill and resource sharing, with potentially much greater return on investment. ” (Development Officer, Community/voluntary organisation, Historic Buildings and Monuments)

“HLF should: focus attention on the creation/support of organisations which can deliver sustainable heritage; focus further resource on monitoring, evaluation and dissemination and by doing so encourage awareness of best practice; and include as part of its criteria for funding the explicit identification and articulation (measurement) of the contribution of a heritage project to the building of social capital and the encouragement of economic development. ” (Director, Consultant, Other sector)

How can HLF improve?



Q32b And what should we change? Base = 626

These perceived strength and areas for improvement resonate well with the findings from the HLF stakeholder workshop, where providing funding and “making things happen” was a prominent theme, as was advocating the value of heritage, supporting public engagement and funding a wide

range of projects. Further synergy in responses come from the key areas for development in the workshops, which included alleviation of some of the pressure put on applicants (in terms of cost and time taken) and making it easier for smaller projects or organisations to apply. Another key achievement mentioned in the workshops that resonates well with the consultation responses is that HLF is perceived to have been integral in “making heritage ordinary” – i.e. instrumental in a cultural shift in the perception of heritage from something which is antiquated to something that is central to communities.

The final question asked respondents if there were “any other issues they would like to HLF”. Responses to this question were too varied to apply a meaningful coding analysis to. Full verbatim responses are available under a separate cover.

5. Appendices

5.1 List of organisations responding to the online consultation

Aberdeen City Council	Association of Independent Museums
Aberystwyth University	Association of Leading Visitor Attractions (ALVA)
Access Academy, University of Leeds	Association of Local Government Archaeological Officers
Access and Museum Design	Aston Parish Church
ACE Archaeology	Augusta
ACRE, Rural Community Action Network	Awdurdod Parc Cenedlaethol Eryri
Acton Community Forum	Baconsthorpe Parochial church council
Adnabod Ardudwy - Knowing Ardudwy	Balfour Beatty Workplace in association with North East Lincolnshire
African Heritage Education Centre	Ballymena Borough Council
AGB Environmental	Bangor University
Ahmed Iqbal Ullah Education Trust	Bankfield Museum
All Saints and St Oswald's churches, Bradford	Barber Institute of Fine Arts
All saints church West Ashby	Barewall Ltd
All saints parish church Otley	Barley Studios Ltd
Alnwick Young Peoples Association	Barnsley Metropolitan Borough Council
Amersham Museum	Bartosch and Stokes
Amgueddfa Cymru - National Museum Wales	Bath & NE Somerset Council
Amphibian & Reptile Conservation	Bath Preservation Trust
Ancient Monuments Society	Bath Spa University
Andrew Townsend Architects (ATA)	Battersea Arts Centre (BAC)
Anglican Church - St Nicholas Church, Newport, Lincoln	Battersea Power Station Company
Anglican Diocese of Manchester	BCH architects Ltd
Anglo Sikh Heritage Trail	Beamish Development Trust
Anglo-Sikh Heritage Trail (ASHT)	Bedford Borough Council
Anne Murch & Associates	Bedfordshire Geology Group
Apsara Arts	BedsLife
Archaeological Information and Advice, Warwickshire County Council	Belfast City Council
Archaeological Services & Consultancy Ltd	Berkshire, Buckinghamshire & Oxfordshire Wildlife Trust
Archaeological Survey & Investigation team, English Heritage	Berkshire Archaeological Group Madeley Living History Project
Archaeology Data Service, University of York	Betts Ecology/Biodiversity Plus
Archaeology Scotland	Bexley Heritage Trust
Architectural Heritage Fund	Big Fish Theatre Trust
Armagh City & District Council	Biodiversity Partnership
Arts Connection - Cyswllt Celf	Biodiversity Plus.
Arts Council England	Birmingham and Midland Motor Omnibus Trust
Ashmead Price	Birmingham Museum and Art Gallery
Association for Industrial Archaeology	Birmingham Open Spaces Forum
Association for Suffolk Museums	Birmingham Pen Museum
Association of British Transport & Engineering Museums	Bishopsgate Institute
Association of British Transport & Engineering Museums (ABTEM)	Bristol Voluntary Sector Network Wales (BVSNW)

Black Voluntary Sector Network Wales (BVSNW)	Calderdale Council
Blackpool Council	Calligraphy and Lettering Arts Society
Blaenau Gwent County Borough Council	Cambridgeshire and Peterborough Biodiversity Partnership
Blofield Church, Norwich, Norfolk	Cambridgeshire and Peterborough Environmental Records Centre
Blyth Tall Ship	Cambridgeshire Archaeology
Bolingbroke Deanery - Lincolnshire - Church of England	Cambridgeshire County Council
Bolsover District Council	Cambridgeshire Museums
Bolton Council	Campaign to Protect Rural England (CPRE)
Border Crossings	Campaign to Protect Rural England (CPRE)
Bournemouth Borough Council	Captain Cook Memorial Museum, Whitby
Bradford Cathedral, Church of England	Cardiff University
Brent Archives	Castle Howard Est Ltd
Brent Museum	Cathedral and Church Buildings Division, Archbishops' Council
Bridgend County Borough Council	Causeway Coast and Glens Heritage Trust
Bristol City Museum & Art Gallery	Central Council of Church Bell Ringers
British Afghan Women's Society	Centre for Interpretation Studies, Perth College UHI
British Association for Local History	Centre for Sustainable Energy
British Dragonfly Society	Changing Our Lives
British Geological Survey	Charities Aid Foundation
British Institute of Organ Studies (BIOS)	Charles Wilson
British Library	Chatham Historic Dockyard Trust
British Lichen Society	Chelmsford Borough Council
British Trust for Conservation Volunteers (BTCV) Scotland	Cheshire West and Chester Council
British Trust for Ornithology	Chester Cathedral
British Trust for Ornithology (BTO)	Chester Diocesan Advisory Committee
British Waterways	Chester Diocese Church of England
British Waterways (BW)	Chester Renaissance
British Woodcarvers Association	Chesterfield Borough Council
BTCV Natural Talent Programme	Chiltern Open Air Museum
BTCV/ Scottish Environment Protection Agency (SEPA)	Chris Chadwick Consultancy
Buccleuch Heritage Trust	Christopher Downs - Chartered Architect
Buckinghamshire County Council	Church Buildings Council
Buglife - The Invertebrate Conservation Trust	Church Buildings Division
Built Environment Forum Scotland	Church Commissioners
Built Environment Forum Scotland (BEFS)	Church Commissioners for England
Burnley, Pendle & Rossendale Council for Voluntary Services	Church of England
Bursledon Brickworks Industrial Museum	Church of England - Diocese of Hereford
Burslem Regeneration Company	Church of England - Diocese of Manchester
Burton Constable Foundation	Church of England Diocese of Gloucester
Bushnip Communications	Church of England Parish Churches
Buttress Fuller Alsop Williams Architects	Church of England, Parish of Broxbourne with Wormley
Buxton Museum and Art Gallery	Church of St Mary Magdalene, Wyken Coventry
Byrom Clark Roberts Conservation Architects	Church of the Epiphany
Cadw, the Welsh Assembly Government's historic environment Wales	Churches Conservation Trust
Caerphilly County Borough Council,	Churches' Legislation Advisory Service
Caistor Parish Church	Churches Together, Ilkley

Cinema & Television Benevolent Fund (CGTBF)	Deeping St Nicholas Parochial Church Council
City and County of Swansea	Denbighshire County Council
City of Edinburgh Council	Department for Environment, Food and Rural Affairs
City of Lincoln District Council	Derby Cathedral
City of London	Derby Diocesan Advisory Committee
City of York Council	Derbyshire County Council - Countryside Service
Civic Voice	Derbyshire County Council, Chief Executive's Dept. Regeneration
Clapham Park West Residents Association	Derbyshire County Council, Environmental Services Department
Clapham Park West Residents Association (CPWRA)	Conservation and Design Section
Cliveden Conservation	Derbyshire County Council: Cultural & Community Services
Committee of The Group for Literary Archives and Manuscripts (GLAM)	Derbyshire Wildlife Trust
Community Service Volunteers (CSV)	Derry City Council
Community Strategy Consultants	Derry City Council Economic Section
Contemporary Glass Society	Derwent Valley Mills Partnership
Conwy County Borough Council	Derwent Valley Mills World Heritage Site Partnership
Co-operative Travel	Digital Community Youth Limited
Copeland Council	Dinosaur Isle
Cornish Quest	Diocesan Advisory Committee, Diocese of Newcastle
Cornwall Council	Diocese of Bradford
Cornwall Record Office	Diocese of Chelmsford
Cotesbach Educational Trust	Diocese of Chester
Cotswolds Conservation Board	Diocese of Durham
Cottingham Wild Spaces Group	Diocese of Gloucester
Council for British Archaeology (CBA)	Diocese of Hereford
Council for British Archaeology (CBA)	Diocese of Lichfield
Council for Learning Outside the Classroom	Diocese of Lincoln
Council of Ethnic Minority Voluntary Sector Organisations (CEMVO)	Diocese of Liverpool
Country Land & Business Association	Diocese of Oxford
Country Land and Business Association (CLA)	Diocese of Ripon & Leeds
Countryside and Heritage Section Economic Development and Regeneration	Diocese of Southwark
Countryside Council for Wales	Diocese of St David's which covers Pembrokeshire, Ceredigion and Carmarthenshire
Countryside Council for Wales (CCW)	Diocese of Truro
Coventry Cathedral	Diocese of Wakefield
Coventry Diocesan Guild of Bell Ringers	Diocese of Worcester
Craft Guild of Traditional Bowyers and Fletchers	Diocese of Leicester
Creswell Heritage Trust	Dioceses of Ripon and Leeds
Cromarty Firth Fishery Trust	Diversity in Heritage Group and Our Place Network
CTS Recruitment, Chelmsford	Doncaster Metropolitan Borough Council
Cudham Church	Doncaster Minster
Cultural Consulting Network	Drury Mcpherson Partnership
Culture Liverpool, Liverpool City Council	Dudley CVS
Culture24	Dumfries and Galloway Council
Cumbria Biodiversity Data Centre	Dundee Heritage Trust
Cumbria Wildlife Trust	Durham Cathedral
CyMAL: Museums Archives and Libraries Wales	Durham Heritage Coast Partnership
Cyngor Gwynedd Council	

Durham University	Forestry Commission
Durham Wildlife Trust	Friend of St. Michael's churchyard, part of the National
Dye Tabrett Architects	Federation of Cemetery Friends
East Anglian Film Archive	Friends of Abbeydale Picture House Sheffield
East Devon Areas of Outstanding Natural Beauty (AONB)	Friends of Beckett Street Cemetery
East Durham Heritage Group	Friends of Brandwood End Cemetery
East Lothian Council	Friends of Fortune Green
East Midlands Heritage Forum	Friends of Friendless Churches
East Northamptonshire Council	Friends of Hardwick Road Cemetery, King's Lynn
East of England Geodiversity Partnership	Friends of St Mary Magdalene Church
East Sussex County Council	friends of St. Michaels Churchyard
East Sussex Record Office	Friends of St.Bridget's Skenfrith
East Yorkshire Historic Churches Trust	Friends of the Decade On Biodiversity
Ecclesiological Society	Friends of the Newport Ship
Ecotricity	Friends of the UN Decade On Biodiversity
Edgehunter LLP	Friends of West Norwood Cemetery
Edinburgh Biodiversity Partnership	Gaby Porter & Associates
Elizabeth Oxborrow-Cowan Associates Ltd	Garden Square News
Embrace Cooperation Ltd	Garden Square News magazine
Emma King Consultancy	Gateshead Council
Emma Parsons Consulting	Gateshead Voluntary Organisations Council (GVOC)
Emmanuel Church Shelley and St Paul's Church Shepley	GEM - the Group for Education in Museums
Emmie Kell Consulting	Geodiversity Consulting
Enfield Voluntary Action	Ge-ril-a architecture and design Ltd
Enfield Voluntary and community organisations	Glasgow Building Preservation Trust
English Heritage	Glasgow Building Preservation Trust
Entec UK	Glasgow Museums
Enterprise Lowestoft	Glasu
Environment Trust for Richmond upon Thames	Gloucestershire Archives (Gloucestershire County Council)
Environment Wales	Gloucestershire Geology trust
Environmental Services Department Derbyshire County Council	Golden Associates (UK) Ltd.
Essex Record Office	Greater London Authority (GLA)
Essex Sound and Video Archive	Greater Manchester Archaeological Unit
Eventus	Greater Manchester Churches Preservation Society
EYHCT	Green Explorers Community Association
Faceless Company	Green Space specialist consultancy
Falkirk Council	Greengates Parish Church
Falkirk Council - Education Services	GreenLINK
Farming and Wildlife Advisory Group	GreenSpace
Federation of Archaeological Managers and Employers (FAME)	Greenspace Scotland
Federation of Museums and Art Galleries of Wales	Greenspace South West
Fewston & Blubberhouses Parochial Church Council	Groundwork
Field Studies Council	Groundwork South West
Film Archive Forum UK	GSD Architecture
Flintham Museum	Guildford Heritage
Forst of Bowland AONB, part of Lancashire County Council	Hadrian's Wall Heritage Ltd

Hadstock Church Council	Historic Chapels Trust
Haley Sharpe Design Ltd	Historic Environment Conservation
Halton & St Helens Voluntary and Community Action	Historic Environment Projects Cornwall Council
Halton Borough Council	Historic Houses Association
Hampshire & Wight Trust for Maritime Archaeology	Historic Royal Palaces
Hampshire County Council	Historic Towns Forum
Hampshire County Council, Department for Culture, Communities and Creative Industries	Historical Ch Business Services
Hampshire Gardens Trust	HLF
Hampshire Gardens Trust and the Association of Gardens Trusts	HLF Expert Panel
Hanslope & District Historic Society	HMDW Architects
Hants Garden Trust & Association of Gardens Trusts	Holy Trinity & St. Mary's Guildford
Harleston Historical Society	Holy Trinity church Low Row
Harmston Village Church Council	Holy Trinity Parish
Harrogate Borough Council	Home Heritage Projects
Hastings Bonfire Society	Hopkins Van Mil: Creating Capacity
Hastings Traditional Jack in the Green	Horniman Museum & Gardens
Hawes Parish church	Howell
Heart of Teesdale Landscape Partnership	Hugh Harrison Conservation
Hearth	Hull and East Yorkshire Mind
Hereford Cathedral	Hull University
Hereford Cathedral Perpetual Trust	Hulme Upright / Burslem Regen' Co.
Herefordshire & Worcestershire Earth Heritage Trust	ICOMOS UK
Herefordshire Council	Icon, The Institute of Conservation
Herefordshire Heritage Service	Institute of Historic Building Conservation
Herefordshire Heritage Service (part of Herefordshire Council)	Icon Urban Regeneration Company (URC) Ltd
Herefordshire Nature Trust	Imperial War Museum
Heritage Centre Bellingham	Imperial War Museum (IWM)
Heritage crafts association	Imperial War Museum North
Heritage Economic & Regeneration Trust	Independent Preventive Conservator
Heritage Initiatives	Inland Waterways Association
Heritage Inspired	Inscape Design Ltd
Heritage Lincolnshire	Inspired North East
Heritage Motor Centre	Inspired North East Project Durham Diocese
Heritage of London Trust	Inspired North East, in the Church of England
Heritage of London Trust and Heritage of London Trust Operations	Diocese of Newcastle
Heritage of London Trust Operations	Institute for Archaeologists (IfA)
Heritage Railway Association	Institute of Digital Innovation, Teesside University
Heritage Works Buildings Preservation Trust Ltd	Institute of Historic Building Conservation
Hertfordshire County Council	Institute of Historic Building Conservation (IHBC) Wales
Hertfordshire County Council Heritage Services	Institute of Local and Family History, University of Central Lancashire
Herts and Middlesex Wildlife Trust	International Council on Monuments and Sites (ICOMOS) UK
Hidden England	International Otter Survival Fund
High Peak Borough Council	Ipswich Borough Council
High Weald Area of Outstanding Natural Beauty Unit (HWAONB Unit)	Ironbridge Gorge Museum Trust Ltd
High Wolds Heritage Group and St Mary's Church	Isle of Anglesey County Council
Highlands and Islands Enterprise	

John Lewis Partnership	Liverpool John Moores University
John Lewis Partnership - community archives	Lloyd Evans Prichard, Architects
Julian R A Livingstone Chartered Architect	Llyfrgell Genedlaethol Cymru - The National Library of Wales
Kent County Council	Localism Service, Cornwall Council
Kent Downs Area of Outstanding Natural Beauty Unit	London Borough of Barking & Dagenham
Kent Wildlife Trust	London Borough of Bexley
Kingston upon Hull City Council	London Borough of Havering
Kirkheaton Parish Church	London Borough of Hounslow
Kirklees Council	London Borough of Tower Hamlets
Knox-McConnell Architects	London Borough of Waltham Forest
Lady's Wood	London Diocesan Fund
Lake District National Park	London Museums Hub
Lambeth Council	London Parks & Green Spaces Forum
Lancashire Biodiversity Partnership	London Wildlife Trust
Lancashire County Council	Long Compton Parochial Church Council (St Peter & St Paul Parish Church)
Land Use Consultants	Long Lane Pasture, North Finchley, London
Langley Priory (name of house)	Longstone Local History Group
Langwith Whaley Thorns Heritage Centre & Museum	Longstowe Estate
Lantra (Sector Skills Council for environmental and land-based industries)	LSIS - Learning and Skills Improvement Service
LB Barking & Dagenham	Madeley Living History Project
LB Havering	Maggie Durran Consulting
Lee Evans Partnership LLP architects and planners	Maidstone Borough Council
Lee Valley Regional Park Authority	Maintain our Heritage
Leeds City Council	Making History Theatre
Leeds Museums and Galleries	Manchester's Commission for the New Economy
Leeds University Library	Marches Curators Group
Leicester Photo Design	Maritime Volunteer Service
Leicestershire & Rutland Church Project	Mary Rose Trust
Leicestershire County Council	Communities and Wellbeing)
Leicestershire County Council (Adults and Communities, Communities and Wellbeing)	Marshall Sisson, Architect, Cambridgeshire
Letchworth Arts Centre	Medway Council
Lewes District Council	Member Organisations of CEMVO (Council of Ethnic Minority Voluntary Sector Organisations)
Library of Innerpeffray	Members of Council for Voluntary Service
Lichfield & Walsall Archdeaonries Society of Change Ringers	Members of West Lancs CVS
Lichfield Cathedral	Mendip District Council
Litchfield diocese board of finance	Merchant City Townscape Heritage Initiative (Glasgow)
Lincoln Cathedral	Merthyr Tydfil County Borough Council (MTCBC)
Lincoln Diocese, c o e	Advisory Committee (Committee Member)
Lincolnshire Churches Trust (Trustee) Lincoln Diocesan Advisory Committee	Methodist Church
Lincolnshire Conservation Officers Group	Methodist Church Property Office
Lincolnshire Conservation Officers Group (LCOG)	Methodist Heritage Committee
Lincolnshire County Council	Methodist Heritage, part of the Methodist Church in Great Britain
Lincolnshire Limewoods Project	Michael Dales Partnership Limited, Architects, Bedfordshire
Lincs Churches Trust	Michael Drage Architect & Designer
Liverpool City council	Mid Hants Railway Ltd
Liverpool Diocesan Advisory Committee	

Mid Sussex District Council	Newby Hall Estate
Middlesbrough Council	Newcastle Cathedral
Mills Archive Trust	Newcastle Diocesan Advisory Committee (DAC)
Milton Keynes Council	Newlyn Archive
Mole Valley District Council	Newport Museums and Heritage
Moreton Corbet Parochial Church council	NHS
Mount Stuart Trust	Nick Cox Architects
Museum of English Rural Life	Nicola Westbury Architect
Museum of London	Norfolk Archaeological Trust
Museums & Heritage Magazine, Ten Alps Publishing	Norfolk Museums & Archaeology Service
Museums Association	Norfolk Record office
Museums Galleries Scotland	North of England Civic Trust (NECT)
Museums, Libraries and Archives Council	North of England Zoological Society (informally known as Chester Zoo)
Mythstories, museum of myth and fable	North Somerset Council
Nant Gwrtheyrn	North Somerset Council Development and Environment
National Archives of Scotland	North Tyneside Council
National Army Museum	North Tyneside Council - External Funding Team
National Association for Areas of Outstanding Natural Beauty (NAAONB)	North Wales Townscape Heritage Initiative Officer's
National Association of Road Transport Museums	North Wales Wildlife Trust
National Biodiversity Network (NBN) Trust	North West Film Archive (at Manchester Metropolitan University)
National Church Institutions of the Church of England	North West Regional Archives Council
National Federation for Biological Recording (NFBR)	Northampton Borough Council
National Federation of Cemetery Friends (NFCF)	Northern Ireland Environment Agency
National Historic Ships	Northern Ireland Environment Link (NIEL)
National Housing Federation	Northern Ireland Museums Council
National Library of Scotland (NLS)	Northmoor Trust
National Library of Wales	Northumbria Historic Churches Trust
National Marine Aquarium	Nottingham City Council
National Maritime Museum Cornwall	November Club
National Media Museum	Oakmere Solutions Ltd
National Museums Liverpool	Octavia Foundation
National Museums of Scotland	Ogmore Valley Local History & Heritage Society
National Parks Trust of the Virgin Islands	Old Belmont School Preservation Trust
National Stone Centre	Old Down & Beggarwood Wildlife Group
National Trust	Old Kiln Museum Trust/Rural Life Centre
National Trust for Scotland	Opportunity Peterborough
National Trust in Wales	Oral History Society
Natural England	Our Lady of Willesden Church
Natural Enterprise Ltd	Oxford Preservation Trust
Natural History Museum	Oxfordshire County Council
Nearly Instant Theatre Session	Oxfordshire Geology Trust
New Economy	Oxfordshire Nature Conservation Forum (ONCF)
New Forest National Park Authority	Oxfordshire Youth Arts Partnership (OYAP) Trust
New Legacy School of Woodworking	Oxley Conservation
New Theatre Royal Portsmouth	
Newark Air Museum	

Parish of Dearnley and Smithy Bridge, Church of England	Refugee Council
Parish of Holy Trinity and St. Mary's Guildford	Regency Town House
Parish of Spalding	Regional Youth Work Unit - South West
Parish of St Augustine's Church, Broxbourne and St Laurence Church, Watlington	Regional Youth Work Unit (RYWU) - South West
Parkin Heritage and Tourism	Reigate & Banstead BC
Parks agency	Religious Archives Group
Parks and Landscapes Kirklees Council	Renaissance East Midlands
Parochial Church Council, S. Chad's church Bradford	Renaissance Southwest
Patrimony Committee, Catholic Bishops' Conference of England and Wales	Renfrewshire Local History Forum (RLHF)
Paul Butler Associates	Research Centre for Museums and Galleries
Paul Cleworth Project Management Ltd	Retired Civil Servant
Peak District National Park Authority	Rhondda Cynon Taff County Borough Council
Pembroke 21C Community Association	RIBA Yorkshire Conservation Group
Pembrokeshire County Council	Rider Levett Bucknall (RLB)
Pendle Borough Council	Ripon and Leeds Diocese
Peter Rogan Architect	Ripon Cathedral, North Yorkshire
Peterborough Environment City Trust	Riverwood Cattle
Phillip Hughes Associates (PHA), Historic buildings conservation	Rochester Cathedral
Phoenix Cinema Trust	Royal Botanic Garden Edinburgh
Pitt Rivers Museum, University of Oxford	Royal Botanic Gardens, Kew
Places of Worship @ The Heritage Alliance	Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS)
Plantlife	Royal Institute of British Architects (RIBA) East
PLB Ltd, heritage consultancy and design services	Royal National Institute of Blind People (RNIB)
Pleydell Smithyman Ltd	Royal Parks
Plunkett Foundation	Royal Pavilion and Museums
Plymouth City Council	Royal Society for the Protection of Birds (RSPB)
Plymouth City Council - Planning Services - Nature Conservation	Royal Society for the Protection of Birds (RSPB) NI
Pocklington Canal Amenity Society	Royal Society for the Protection of Birds (RSPB) Cymru
Portable Antiquities Scheme, British Museum	Royal Society for the Protection of Birds (RSPB) Scotland
Portsmouth City Museum and Records	Royal Society of Wildlife Trusts
Preston & South Ribble Civic Trust	Royal Pavilion and Museums, Brighton and Hove
Primary Colours Ltd	RST Consult: Museums and Heritage Consultants
Priories Historical Society	Saffron Centre, West Midlands
Pro Cancer Research Fund (PCRF)	Sainsbury Family Charitable Trusts
Proffitts - Investing in Communities	Salford City Council
Purcell Miller Tritton, architects	Saltbox Christian Centre, Staffordshire
PZ Conservation C.I.C., Penzance	Sampad, Birmingham
Quadrangle Productions, Ballycastle	Sandwell Community History & Archives Service
Queens University Belfast	Sarah Couch Historic Landscapes
Quilt Museum and Gallery	Sawston Village College
R&WT Conservation Group	Scotter and Scotton Group of Parish Churches, Lincoln Diocese
RAF Air Defence Radar Museum	Scottish Borders Council
Railway Preservation Society of Ireland	Scottish Civic Trust
Ramsey Walled Garden	Scottish Environment Protection Agency
Reece Wisntone Archive	
Refugee Action	

Scottish Fisheries Museum	St Clement's Church, Urmston, Manchester
Scottish Mining Museum	St David's Diocese Tourism Group
Scottish Natural Heritage	St Edmundsbury & Ipswich Diocesan Advisory Committee for the Care of Churches
Scottish Wildlife Trust (SWT)	St Giles Parish Church Lincoln
Scottish Natural Heritage	St Helena National Trust
Screen Yorkshire	St James Church Bishampton
Sea-Change Sailing Trust	St James Warter Preservation Trust
Sefton Metropolitan Borough Council	St John the Baptist Church, Adel, Leeds
Shakespeare Birthplace Trust	St John the Baptist Church, Great Carlton
Sheffield Fire and Police Museum	St John the Baptist Church, Hove edge
Sheffield Industrial Museums Trust	St John the Evangelist
Sheffield Libraries Archives & Information Service	St John's Bierley PCC
Shetland Amenity Trust	St John's Church, Sharow
Shropshire Council	St Margaret's Church, Stanford-le-Hope
Shropshire Geological Society	St Mark's Church, Utleigh
Shropshire Hills AONB Partnership c/o/ Shropshire Council	St Mary's Church Nettleton & Burton Parochial Church Council
Simply Stained Glass	St Mary's Church, Fairfield
Small Woods Association	St Mary's Church, Ingleton, North Yorkshire
Society for the Protection of Ancient Buildings (SPAB)	St Mary's Mablethorpe PCC
Society of Antiquaries of London	St Michael & All Angels Church
Society of Antiquaries of Scotland	St Michaels youth project
Soil Association	St Nicholas Church, Newport, Lincoln
Soil Association Land Trust	St Oswald's Church, Carnforth
Somerset Biodiversity Partnership	St Peter & St Paul Church, Cudham
Somerset Early Years Regularly Funded Organisation working on behalf Somerset Arts Promoters	St Peter & St Paul's Church, West Mersea, Essex
Somerset Thrive Regularly Funded Organisation (RFO)	St Peter's Church, Ely
Somerset Wildlife Trust	St Peter's Church, Old Woking
South East Wales Biodiversity Records Centre (SEWBRc)	St. Botolph's Church, Hadstock, Church Council
South Gloucestershire Council	St. Laurence Church Ansley
South Gloucestershire Council Community Spaces section	St. Lawrence's Church, Thornton Curtis N. Lincs
South Norfolk Council	St. Saviour's Parochial Church Council, Thurlstone, South York
South Somerset District Council (SSDC)	St. Andrew's Church, Littleborough
South Somerset District Council Arts Development Service	Stade education project
South Tynedale Railway Preservation Society	Staffordshire County Council
Southbank Centre	Staffordshire County Council Biodiversity Team
Southend Borough Council	Stamford and District Geological Society
Southwark Diocesan Advisory Committee	Stevenage Borough Council
Sr Oswald's CHURCH, Thornton in LONSDALE.	Stewart's Burnby Hall Gardens & Museum Trust
SS Great Britain Trust, Bristol	Stockport Council
St Andrew's C of E Church Chippenham	Stockton-on-Tees Borough Council
St Andrews C of E Starbeck	Stoke-on-Trent City Council
St Andrew's Church, Epworth, North Lincs	Stonewall Cymru
St Andrews Church, Kirton-in-Lindsey	Strathclyde Building Preservation Trust
St Andrews Parish Centre Trust	Strathearn School
St Andrews Starbeck	Subrang arts/London sitar ensemble
St Bride Foundation	

Suffolk Wildlife Trust	The Fitzwilliam Museum, Cambridge
Sulwath Connections	The Friends of Belgrave Cemetery Group.
Sunderland City Council	The Friends of the Newport Ship
Sunderland Heritage Quarter	The Friends of Wakefield Chantry Chapel
Surrey Biodiversity Partnership	The Geologists' Association
Surrey County Council	The Geology Trusts
Surrey County Council Countryside	The Glamorgan-Gwnet Archaeological Trust Ltd
Surrey Heritage	The Grasslands Trust
Surrey Heritage on Behalf of Surrey County Council	The Greater Manchester Archaeological Unit
Sutton Coldfield Civic Society	The Greensand Trust
Swadhinata Trust	The Hand Engravers Association of Great Britain
Swan Bank Church	The Herbert Art Gallery & Museum
Swansea museum	The Heritage Alliance
Swansea University	The Heritage Centre, Bellingham, Northumberland
Swindon Borough Council	The Heritage Crafts Association
Tachinid Recording Scheme	The Inland Waterways Association
Tamara Gomez Jewelry, London	The Ironbridge Gorge Museum Trust Ltd
Tameside Archaeological society	The James Hutton Institute
Tate	The Landmark Trust
Tayside Building Preservation Trust	The Leather Conservation Centre
Team Parish of Louth	The London Diocesan Advisory Committee for the Care of Churches
Teesside Industrial Memories project	The London Geodiversity Partnership which includes representatives of the Greater London Authority,
Teesside University	The Makers Guild in Wales
Telford and Wrekin CVS	The Maritime Volunteer Service
Templemore Swim Centre, Belfast	The Memorial Arts Charity
Tessa Hilder (consultant)	The Museum of East Asian Art
The Architectural Heritage Fund	The Museums Association, representing over 6000 individuals who work for museums in the UK and most
The Art Fund	The Naseby Battlefield Project
The Arthur Rank Centre	The National Archives
The Association of English Cathedrals	The National Association for Areas of Outstanding Natural Beauty
The Basis Project (a partnership between Refugee Council and Refugee Action)	The National Association of Decorative & Fine Arts Societies (NADFAS) church recorders
The Blenheim Estate and Blenheim Palace World Heritage Site	The National Association of Road Transport Museums(NARTM)
The British Geological Survey Geo; Conservation UK East Midlands; & Geodiversity Partnership Leicester	The National Church Institutions of the Church of England
The British Library	The National Federation of Gypsy Liaison Groups (NFGLG)
The British Lichen Society	The National Museum Directors' Conference (NMDC)
The Chartered Institute of Building (CIOB)	The National Trust
The Church of England, The Church in Wales and various Non-Conformist Churches	The Network - tackling social exclusion in libraries, museums, archives & galleries
The Churches Conservation Trust	The Next Field Ltd
The Churches' Legislation Advisory Service	The Ogmere Valley Local History & Heritage Society
The Coniston Institute & Ruskin Museum Trust	The Owmbly Group of Parishes, Lincolnshire
The Cornish Archives Network	The Springline Group Parish, Lincolnshire
The Diocese of Oxford	The Oxfordshire Geology Trust
The Diocese of Worcester	The Parks Agency Ltd
The Dover War Memorial Project	
The East of England Geodiversity Partnership (Geo-East)	
The Film Archive Forum UK	

The Parochial Church Council (PCC) of S. Chad's	Transport Trust
The Parochial Church Council (PCC) Owmbly by Spital	Transportation Trust
The Parochial Church Council of St Andrew Chippenham	Three Fenton Lucas
The Prince's Foundation for the Built Environment	Tywi Centre
The Prince's Regeneration Trust	UCL Museums and Collections
The Prince's Trust	UK Association of Building Preservation Trusts
The Representative Body of the Church in Wales	UK Literary Heritage Working Group
The Riverfly Partnership	UK Overseas Territories Conservation Forum
The Royal Parks	UK Youth
The Ruskin Museum	Ulster Wildlife Trust
The Shakespeare Birthplace Trust	University of Central Lancashire (UCLan)
The Silvanus Trust	University of Chester
The Society of Antiquaries of London	University of Essex
The Solent Steam Packet LTD	University of Huddersfield
The South Ormsby Group of Parishes	University of Liverpool
The Tank Museum	University of London
The Theatres Trust	University of Reading
The Trails Trust	University of Sheffield
The Trustees of NEWSPLAN2000	University of Southampton
The Tywi Centre, Carmarthenshire County Council	University of Stirling
The UK Association of Building Preservation Trusts	University of Wales Newport
The UK Literary Heritage Working Group. The Working Group	Urbanchair Ltd Lord Alan Howarth of Newport
The Vivat Trust	Urdd Gobaith Cymru
The Wallace Collection	Urras Achadh an Droighinn/The Auchindrain Trust
The Walled City Partnership Ltd	URS, engineering and environmental consultants
The Whitworth Art Gallery	Valley of Visions Landscape Partnership Scheme
The Whitworth Co-Partnership	VAN-guard Centre Management Committee, Caerphilly
The Wildfowl & Wetlands Trust	Vcodex Limited
The Wildlife Trust for Bedfordshire, Cambridgeshire, Northamptonshire & Peterborough	Vintners' Hall
The Wildlife Trusts	Victoria Baths Trust (Manchester)
The Wiltshire Wildlife Trust	VisitEngland
The Women's Library	VocalEyes
The Woodland Trust	Voluntary Arts Wales
The Heritage Railway Association (HRA)	Volunteer
The Higher Education Funding Council for England (HEFCE)	Volunteer now
Theatre Royal Bury St Edmunds	W.I.C.H Ltd
Thinktank Trust	Wafer Hadley Ltd
Three Consulting	Wakefield Cathedral
Ticknall Archaeological Research Group	Wakefield Council
Tim Ratcliffe Associates	Wakefield Council Heritage Team
Torbay Council	Wales Higher Education Libraries Forum - WHELP
Torfaen County Borough Council	Representing academic libraries in Wales.
Tower Hamlets Council	Wales Higher Education Libraries Forum (WHELP)
Tower Hamlets Local History Library & Archives	Wallsend Boys Club
Tramway Museum Society	Waltham Forest Oral History Workshop
Transforming Culture	War Memorials Trust

Warley Woods Community Trust	Wildlife Trust for South and West Wales
Warwickshire Association of Youth Clubs (WAYC)	Wildlife Trust North Wales
Warwickshire County Council	Wildlife Trusts in Wales
Warwickshire County Record Office	Wildwood Trust
Warwickshire Geological Conservation Group	Wiltshire Geology Group
Warwickshire Industrial Locomotive Trust	Wiltshire Wildlife Trust
Washburn Heritage Centre	Winstone Church, Beech Pike
Washburn Heritage Centre Fewston with Blubberhouses	Winterton Parochial Church Council (PCC)
Waveney District Council	Wirral Metropolitan Borough Council
Welsh Assembly Government	Wisbech & Fenland Museum
Wessex Film and Sound Archive	Wolverley Parochial Church Council (PCC)
West Berkshire Council	Woodland Trust
West Lancashire CVS	Woolton Village Residents Association
West Lindsey District Council	Worcestershire Biological Records Centre
West Mersea Parish Church	World Rugby Museum
West Sussex County Council Library Service	WorldEquals
West Yorkshire Geology Trust	Wormelow Hundred Benefice,
Westminster City Council	Ymddiriedolaeth Nant Gwrtheyrn
Westminster City Council: Built Environment	Yorkshire Archaeological Society
Westminster School	Yorkshire Wolds Buildings Preservation Trust (now renamed St James Warter Preservation Trust)
Wetwang Parish Church	Yorkshire Youth and Music
Whitehaven United Reformed Church	Youth Work Unit – Yorkshire and the Humber
Wildfowl & Wetlands Trust	
Wildlife Trust Bedfordshire, Cambridgeshire, Northamptonshire, Peterborough (BCNP)	

5.2 The stakeholder workshop

HLF Stakeholder Workshop – Summary Report 08/04/11

This document provides a sort summary of the table discussions during a workshop among stakeholders facilitated by Opinion Leader on behalf of HLF. The purpose of the workshop was to engage a small group of senior stakeholders from a variety of organisations in a discussion of key emerging findings from the consultation on HLF's strategy 2013-2019, and also allow them to discuss any other key issues contained in the consultation.

Delegates were divided into one group of 5 and another of 6 and it was ensured that each group contained stakeholders from a variety of organizations in order to facilitate debate and a fertile exchange of views. HLF staff were on hand to act as expert witnesses should any of the delegates wish to ask specific questions about their policy, strategy or the consultation itself.

The following is a list of delegates who attended on the day:

Name	Job title	Organisation	Group
Anna Jobson	Director, Strategy & Programme Director	Arts Council England	1
Carol Octon	Fundraising Manager	Royal Society of Wildlife Trusts	1
Diana Evans	Head of Places of Worship Advice	English Heritage	1
Nick Way	Director General	Historic Houses Association	1
Sally Cross	Collections Coordinator	Museums Association	1
Ingrid Samuel	Head of Built Environment Policy and Development	Department for Culture Media and Sport (DCMS)	2
Mark Brown	Grants Officer	Woodland Trust	2
Phil Lakin	Regional Grants Manager (EMids)	National Trust	2

Sheila Stone	Regional Manager	Churches Conservation Trust	2
Tony Burton	Director	Civic Voice	2
Dr Wendy Hitchmough	Curator	The Charleston Trust	2
Judith Cligman	Director of Strategy & Business Development	Heritage Lottery Fund	
Karen Brookfield	Deputy Director of Strategy & Business Development	Heritage Lottery Fund	
Anne Young	Head of Strategic Business Development	Heritage Lottery Fund	
Tracy Lisamore	Team Support Officer	Heritage Lottery Fund	
Adam Palenicek	Associate Director	Opinion Leader	1
Yasha Estraiikh	Senior Research Executive	Opinion Leader	2

The workshop ran for 2.5 hours and was split into 3 sections. The first was an introduction presentation from HLF and Opinion leader on the objectives of the consultation, the subjects covered and the planned next steps for HLF once all of the results are in. The second was a general discussion of the key functions and achievements of HLF, their relative importance and how well HLF is performing on each. The final section required stakeholders to react to and discuss interim results for 9 areas from the consultation in detail.

HLF's strengths and areas for development

Stakeholders were engaged in an exercise involving plotting HLF's functions in four possible quadrants according to importance of that function and how HLF is performing on it (high to low). Key strengths (i.e. high importance and high performance) are:

- Engaging stakeholders
- Geographical spread (although one or two stakeholders did caveat that this is sometimes to a lesser extent outside London)
- Research and evaluation

- Providing funding and “making things happen”
- Supporting innovation (group 1)
- Advocating the value of heritage
- Supporting public engagement (funding lots of relevant projects, but some stakeholders speculate this is hard to objectively measure performance on public engagement)
- Setting standards through the rigour of their application processes
- Trusting the organisations/projects they fund (lack of interference post-funding)
- Wide range of grants
- Responsive to new challenges

Key areas for development (i.e. high importance but lower performance/room for improvement) are:

- Too much pressure is put on applicants (in terms of cost and time taken)
- Making it easier for smaller projects/organisations to apply
- Flexibility of timings for applications
- Clarity of decisions/ transparency of position on policy issues
- Reviewing eligibility criteria (especially for private ownership)
- Partnerships with other funders (in terms of timing and requirements)
- More commercial partnerships (especially in the area of regeneration)
- Encouraging commercial organisations to give more funding (e.g. hedge funds)
- Supporting innovation (group 2)
- Consistency in the application process (including HLF staff contacts and communication) and in funding decisions

HLF’s main achievements

Stakeholders across the two groups praised HLF’s role in rejuvenating iconic heritage (especially some “mega-projects” that only HLF would have funded) and also in helping people to learn about heritage. Particular sectors mentioned included the natural environment and museums, with positive impact across sectors on skills and training, infrastructure, capital developments, education and access.

Furthermore, HLF was perceived to be an institution that actively encourages organisations to become more ambitious about what they do and was perceived to have aided in the “levelling of the playing field” to make it easier for less well off and resourced organisations to apply.

“HLF has helped the redefinition of heritage in a democratic way - it has been an architect and champion of this - this would never have happened otherwise”.

Another key achievement mentioned across the groups is that HLF have been integral in “making heritage ordinary”. HLF is seen as integral to a cultural shift in the perception of heritage from something which is antiquated and niche to something that is central to communities and places to live as well as something that the whole family can get involved in.

Interim data theme 1: Q1a – the proposed new strategic aim

The proposed new strategic aim is met with broad acceptance with most saying that it covers the 3 strategic aims well, yet keeps it open so that HLF has greater flexibility in making choices about what activities will make a lasting difference to heritage. The fact that for some projects it is hard to demonstrate impact for each individual element of conservation, participation and learning, a more general aim is appealing.

“It’s saying it is having an impact without the stringent tick-boxes, whilst still having an impact of heritage”.

However, both groups did have some concerns about its coverage and interpretation. Some felt that it is too vague and broad and that it risks creating uncertainty as to what is expected from organisations. Some also say it feels more like a “strapline” than a strategic direction and one or two stakeholders questioned whether it is “a nice bit of wordsmithing” or an actual change of direction.

Interim data theme 2: Q2a – targeting more funds to identified strategic needs and reduce those funds available through open programmes

For some, this proposal has intuitive appeal in that (especially in tough times) it makes sense to focus on things that are most vulnerable or in need. It also allows potential for areas that have not been previously been targeted to receive more funds.

However, others expressed surprise at the suggestion, stating that they thought that the proportions are appropriate as they currently stand. Others mentioned that the two (targeted and open programmes) don’t need to be mutually exclusive – for example, open programmes potentially accommodating a certain level of structure and likewise targeted programmes being more flexible.

There were also issues raised around timings, specifically that sometimes it is hard to put together partnerships, with the process taking a long time, meaning that targeted programmes may not always be available at the time when they are needed.

Interim data theme 3: Q5a which areas do people consider to be still in need of funding

Overall, stakeholders speculated whether the funding for particular areas was being ring-fenced, whilst others felt that the relative amount of funding allocated to the different areas is linked to the volume of applications HLF receives from each.

Some stakeholders also felt that the classification in the question misses out some nuances, namely ‘community organisations’, ‘skills’ and ‘people’. One stakeholder also thought that ‘Military heritage’ is missing, although this was probably covered by a combination of ‘Industrial Heritage’ or ‘Historic buildings and monuments’.

More specifically, stakeholders made the following comments on the results so far:

- Lower relative priority of ‘Places of Worship’ in the results so far prompted some debate across the tables.

- Some felt Places of Worship transcends categories and falls into many categories – i.e. it is part of historic buildings and monuments – and as such is more important than people think.
- One participant on Table 2, whose specialism was in this area, felt that it was being undervalued by heritage stakeholders.
- Others saw it as a ‘political’ issue with those against their money going to a religious cause tending to be most vocal, especially on online forums.
- Some also speculated about the fact that the church might be perceived as being wealthy and hence in less need of funding.
- Lower relative score for ‘Parks’ – some felt that the perception was that taking care of parks is the remit of the state.
- Higher relative score for ‘Landscapes’ – one or two felt that this was surprisingly given that it is a very complicated area for stakeholders to appreciate (if not operating in the field). It was felt to appeal viscerally to lots of people on many different levels and to take into consideration so many disparate areas, including buildings, wildlife etc.
 - One stakeholder felt that the advertising that National Trust has done recently may have had an impact in bringing it to people’s attention.
 - People’s attitudes / behaviours may be shifting towards an increased valuing of landscapes.
- Lowest relative score for ‘Transport heritage’ – this area was felt to be very niche and as such not appreciated by many stakeholders. One stakeholder also thought it surprising that ‘Transport heritage’ is much lower than ‘Industrial heritage’ given that the two are so closely linked.
- Higher relative score for ‘Industrial heritage’ – some saw it as a pleasant surprise to see it score so highly. It was suggested that more airtime had been given to this area recently, especially with the popularity of Brunel. One stakeholder also felt that politicians are responding to a public desire to invest in this area.
- Lower relative score for ‘Libraries’ was surprisingly low for a number of stakeholders and some speculated whether this was due to the fact that local authorities may not have had the opportunity or inclination to respond so far.

Interim data theme 4: experiences of applying for a grant

Those who **had not experienced putting in a grant application** had the following perceptions:

- The process was too lengthy and sometimes the rigour of it made it difficult (sometimes too difficult) for small or medium organisations or projects to apply.
 - However, the rigour that the application requires was also seen in a positive light, in that it aided in the refinement of working practices within organisations as a result of having to go through the process.
 - Also the rigour of the process is in itself a good thing as it exemplifies the importance of ensuring that money is going to right place and justifies the amount of money being invested.
- Some perceived the £10,000 ceiling for receiving help as being too low.
- The length of the application process can be restrictive in a situation where an organisation has to purchase something that is on the market – e.g. a museum piece.

Those who **had experienced putting in a grant application** had the following perceptions:

- Some felt that there was a lack of consistency with the application process. There were perceptions that:
 - o The feedback on pre-application enquiries needs more consistency – it is currently of varying lengths (some have had 3 sides before and others just a couple of lines).
 - o There are some issues with HLF's grant officers, specifically with a lack of consistency in terms of the handover process, when changing to a new grants officer as well as a perception that grant officers sometimes seem like they have no previous experience of working in the sector.
- In contrast to those who have not applied, those with application experience felt that there is a need to simplify the process and remove 'red-tape', especially in terms of the application form and the length/multi-stage nature of the process.
- A common perception that the application system is too risk-averse at present, which means that fewer projects are considered and some innovative projects do not get the funding opportunities that they perhaps deserve.
- Some disquiet about the flexibility of the process and application structure, namely that applying for smaller grants involves the same amount of work as bigger grants.
 - o For some, this means that some applicants think too much about how to put together the application rather than thinking more about the content of the project itself.
 - o Stage 1 of the application process was especially criticised, especially given the disproportionate length of time that it took to complete it in relation to the chance of getting rejected and where it was on the application journey.
 - One suggested solution is a more objective pre-application dialogue where, for example, the applicant describes the project in a few slides and then (if successful) goes through to the tougher second stage.

"The first time you do it, it is difficult but eventually you get into the HLF way of thinking, which is not good".

"You are playing somebody else's tune instead of completing it as you wish – there needs to be more flexibility in how to apply".

"They need to trust you more to send in good applications".

Interim data theme 5: Q10 prioritising under-funded geographic areas, social groups or heritage types

When thinking about the question overall, stakeholders also felt that a holistic approach is needed rather than simply deciding between the three areas, as the consequences of targeting one had a knock-on effect on the others. It was also suggested that encouraging those that don't apply to do so instilled a more intangible benefit in those organisations, a 'social capital'. It was felt that the applications process itself could up-skill those smaller organisations in the heritage community that don't apply by equipping them with the necessary skills for the future, regardless of whether they are successful. Furthermore a role for larger organisations in supporting smaller ones in this process was popular among the groups.

In addition, there was a general consensus that applications should be judged on the merits and the quality of the project and not where they are from, which group they targeted and the sector

that they were in. Stakeholder specifically highlighted the results for geographical and social group based funding.

When considering the results for the **prioritisation of under-funded geographical areas**, it was speculated by one group that those who had 'disagreed' in the consultation so far had probably done so because they are "national organisations and in the South-East".

Those who could see the some benefits of geographical area based funding felt that as there is little heritage expertise in Local Authorities and that funding from Local Authorities is becoming more unlikely given the budget cuts that are affecting them.

Participants were more unanimously in favour of **prioritising funds for social groups**, stating that this is where the need is highest and where there are least resources. Groups speculated that those who disagree with this in the interim data might be doing so due to "PC-fatigue" or that it was "political correctness gone mad".

Interim data theme 6: Q12a extending HLF's role to financial sustainability of voluntary organisations through organisational development.

This idea had intuitive appeal for many delegates as, with the budget cuts and lack of support and expertise coming from Local Authorities, voluntary organisations were felt to be in need of all the help that they can get to ensure their development and financial sustainability.

"If I had £5m to spend it would be on this and not the asset".

"This is how you would make the positive and lasting difference on heritage".

Stakeholders praised this approach as they felt that up-skilling and improving financial sustainability is a valuable and essential objective for the HLF that goes beyond an asset-based mentality and the remit of the project. It was hoped that by engendering organisational sustainability and inspiring organisational change, people can be enabled to achieve things in their local areas with less need for substantial HLF funding in the future.

"Teach people to fish and then they will fish themselves".

It was suggested that HLF could have a role in helping and encouraging organisations to share knowledge and expertise, especially between large and experienced organisations and those smaller and less experienced.

"Need to enable people and inspire other people to make the sea change – there is a multiplier effect as they communicate and support others".

Interim data theme 7: Q21a priorities for targeted programmes

Participants had least to say about the results for this question. Many stated that one would need an involvement in the programme itself in order to express a valid viewpoint. The same

stakeholders also speculated that those who have been involved or have benefited from a given targeted programme are most likely to 'strongly agree' that that programme should be a priority.

An over-arching view that was common to both groups was that there should be more flexibility with targeted programmes:

"I want to know that these are not set in stone, that there is still a lot to play for".

More specifically, stakeholders commented on the following:

- 'Young people' – this was particularly highlighted by some as having greater value as it formed a crucial part of investing in the long-term sustainability of heritage.
- 'Landscapes' – there was some agreement over the high value of targeting this area as it was felt that it inspired more local and community-based pride amongst the general public than other areas (e.g. "more than another acquisition of a museum") and that landscapes are more likely to affect people in their daily lives.
- 'Places of Worship' – the fact that this is lowest was once again discussed in both groups. One or two speculated that other stakeholders might not realise that places of worship have multiple uses e.g. as a place where the community can come together.
- One participant felt that certain aspects of 'community-based heritage' were not included here.

Interim data theme 8: Q27a support for HLF's proposals to address climate change

Some stakeholders pointed out that, as the origin of HLF funding comes from the public, HLF should be obliged to do their best to have a positive impact on the environment. There was, however, a relatively lower level of support for this proposal across the groups. Above all, stakeholders tended to feel that at present it is not a key consideration for heritage organisations in their daily work as it is for big businesses.

The perception was that social and financial benefits are more top of mind and environmental sustainability tends to get relegated down the hierarchy of importance in terms of the benefits that a project should deliver.

This viewpoint was also applicable to the application process. Some questioned whether this should be an essential criterion for all projects or whether it should be a helpful nudge to ensure that applicants integrated it into the applications and organisational thinking. One or two stakeholders also emphasised that financial sustainability needs to always be the main priority as many environmental sustainability measures cost significant amounts of money. Many stakeholders also expressed some concern that good projects may be thrown out on the basis of not meeting HLF climate change criteria.

"If the effect is only restricting to those with the best environmental consultants then I don't know if this is right".

Others speculated that it would be extremely difficult to monitor, implement and enforce this practically. Stakeholders speculated that projects or organisations do not necessarily all understand how to reduce their impact at the moment and HLF could have a role in disseminating

best practice and generally provide guidance and support in meeting these climate change requirements.

Interim data theme 9: Q30a supporting heritage in private ownership

The high support given to this proposal in the interim data caused most surprise amongst stakeholders. This based on their assumption that people are usually uneasy about private profits and lining the pockets of others.

However, most stakeholders agreed that the principle of HLF supporting heritage in private ownership is a sound one given certain conditions. The main reason was that it is a good way of kick-starting an initiative and making it sustainable or, otherwise, saving it from being lost altogether.

Encouraging investment in heritage in private ownership was perceived as important for many as it guarantees the survival of assets that might otherwise have been lost. Some stakeholders were also keen to negate the unjust assumption that heritage in private ownership is as well (or even better) cared for than that which is in public hands.

There was an agreement that one necessary pre-condition for supporting heritage in private ownership is that, following the support, the heritage asset or project provides substantial public benefits, especially with regards to public access. Some also questioned how much financial gain private organisations should be permitted to receive from HLF funded assets or projects and the extent to which the HLF should regulate this.

5.3 Communications and engagement activity by HLF - Shaping the future consultation events programme

Date	Event	Location	Attendees
	UK wide stakeholders & Chair's stakeholder lunches		
1 March	Landscape and nature conservation	London	8
10 March	Historic environment	London	7
23 March	Media correspondents	London	12
29 March	Museums, Libraries and Archives	London	7
4 April	Tourism - with the Minister for Heritage and Tourism	London	18
5 April	Major projects	London	7
12 April	Voluntary sector	London	6
	Cross-sector events		
11 January	Work Foundation workshop	London	17
31 March	Heritage Grants recipients workshop	London	9
5 April	Initial findings feedback workshop	London	11
	Cultures, memories, languages and dialects		
11 April	Intangible heritage workshop	London	3
	Historic Environment, including archaeology and places of worship		
28 March	Heritage Alliance members consultation	London	40

12 April	Bishop of London's places of worship round-table discussion	London	11
	Industrial, maritime and transport		
14 March	HLF's IMT group meeting	London	17
	Landscape and nature conservation		
7 March	HLF' Land and Bio group meeting	London	18
	Museums, Libraries and Archives		
14 February	Archives and museums accreditation round-table	London	14
17 February	The National Archives development team discussion	London	4
28 March	MLA round-table	London	9
4 April	University Museums Group	London	5
	Parks and cemeteries		
21 January	Greenlink coalition meeting (external host)	London	30
2 February	Greenspace National Forum (external host)	London	25
10 March	Big Lottery Fund/HLF parks evaluation workshop	London	70
17 March	Institute of cemeteries and crematoria event (external host)	London	80
	Participation and learning		
16 March	Diversity and Heritage and Broadening Access groups	London	12
30 March	Standing Group for Education in Museums	London	12

4 April	ROSS Participation and Learning group	London	14
14 April	Cultural Learning round table	London	11
	Skills		
24 March	HLF/Radcliffe Trust workshop	London	119
	Digital		
10 March	Museums Journal Round Table	London	10
	Total UK-wide stakeholder participants		606
	Region and country events		
	Scotland		
15 March	Scottish Heritage Forum	Edinburgh	21
28 March	THI discussion	Bo'ness	18
6 April	Natural Heritage Forum	Edinburgh	5
	Wales		
24 January	Heritage Tourism Project Pan-Wales Steering Group	Cardiff	8
3 February	Historic Environment Group	Cardiff	20
14 February	Wrexham museum opening	Wrexham	14
15-16 February	Digital Heritage Conference	Bodelwyddan	55
1 March	Development priority area event	Merthyr	8

3 March	Architectural Heritage Fund/Association of Preservation Trusts joint UK meeting	Swansea	50
9 March	Heritage and Regeneration summit	Brecon	40
16 March	Natural heritage sector conference – Wales Environment Link Council meeting	Cardiff	15
	Northern Ireland		
2 March	Consultation event	Belfast	28
11 March	Consultation event	Derry	14
	Consultation session, Northern Ireland Environment Agency	Belfast	6
Misc	Heritage CEO's – Environment Agency, Museums Council, Archaeology Forum, Environment Link, and		5
	East of England		
31 March	Consultation event	Stotfold	18
5 April	Consultation event	Bury St Edmunds	19
7 April	Consultation event	Norwich	19
	East Midlands		
11 April	THI Consultation event	Nottingham	14
11 April	Consultation workshop small grants	Nottingham	12
11 April	Consultation workshop larger grants	Nottingham	10
	London		
3 February	Young Roots workshop	London	25

21 March	Heritage Grants holders workshop	London	22
25 March	Local authority Lottery network	London	24
1 April	Round table discussion with Committee Chair	London	17
6 April	Small grants holders workshop	London	20
	North East		
15 March	Consultation meeting	Blyth	11
23 March	Consultation meeting	Stockton	10
5 April	Consultation workshop	Newcastle	22
	North West		
1 April	Consultation event	Liverpool	18
5 April	Consultation event	Manchester	31
7 April	Consultation event	Carlisle	12
Misc	Historic Environment Forum, North West Funders Forum, Legacy Group and THI Forum – presentations	Misc	31
19 April	Young People’s Steering Group	Manchester	150
	South East		
28 March	Consultation event	Reading	10
1 April	Consultation event	Tunbridge Wells	13
6 April	Consultation event	Winchester	19
	South West		

9 February	Biodiversity event	Taunton	100
10 March	Historic Environment Forum	Bristol	8
24 March	Consultation meeting	Exeter	10
29 March	Consultation meeting	Exeter	10
	West Midlands		
3 March	Biodiversity event	Birmingham	40
25 March	Consultation event	Birmingham	28
28 March	Consultation event – CVSs	Birmingham	8
	Yorkshire and Humber		
3 March	Consultation event	Sheffield	5
10 March	Consultation event	Northallerton	15
11 March	Natural England consultation event	Leeds	19
15 March	Consultation event	Leeds	6
25 March	Consultation event	Beverley	7
	Total region and country events		1090
	Overall total participants – at least		1696

5.4 Summary of general public consultation results

In total, 1,537 people engaged with the consultation and provided some feedback, though only the 1,117 complete responses have been analysed in depth. 1,112 were completed in English and 5 in Welsh. The following tables show how respondents varied by area, age, gender and ethnicity.

Region	Number	%
East of England	229	21%
Yorkshire & Humberside	216	19%
South East	121	11%
South West	92	8%
North West	91	8%
East Midlands	81	7%
Scotland	78	7%
London	62	6%
West Midlands	52	5%
Wales	40	4%
North East	29	3%
Northern Ireland	15	1%
Unknown	6	*%
Overseas	5	*%
Total	1,117	100%
Gender	Number	%
Male	607	54%
Female	510	46%
Total	1,117	100%

Age	Number	%
18-24	25	2%
25-34	96	9%
35-44	141	13%
45-54	225	20%
55-64	339	30%
65-74	219	20%
75+	72	6%
Total	1,117	100%
Ethnicity	Number	%
White	1018	91%
Black or Black British	4	*%
Asian or Asian British	7	1%
Mixed	6	1%
Other ethnic group	12	1%
Refused	70	6%

Summary of findings