



## National Lottery Grants for Heritage £10,000 to £250,000

### Application Form Information

Throughout this application form you will notice icons next to a number of questions and statements. If you click on the icon you will be provided with more information about what to include in your answer or an explanation about how a certain part of the form works.

- Please note that the overall word limit of this form is 6,000 words. You will not be able to submit your application if you exceed this limit. Please note that dashes in the text count as whole words. If you decide to copy and paste text directly into your application, please review your application before submission and make changes where necessary to ensure you do not exceed the stated word count limit.
- Don't forget to save the progress of your application as you work on it.
- We will not assess your application if you have not supplied the correct supporting documents (please do not send more than we ask for) or have not answered all of the questions.
- The personal information we have collected from you will be shared with fraud prevention agencies who will use it to prevent fraud and money-laundering and to verify your identity. If fraud is detected, you could be refused a grant or loan. Further details of how your information will be used by us and these fraud prevention agencies, and your data protection rights, can be found by contacting [fair.processing@heritagefund.org.uk](mailto:fair.processing@heritagefund.org.uk).

### Section One: Your project

**Name of your organisation**

Heritage Trust Network

**Project Reference Number**

OM-18-07336

**Project Title**

**Please note this will be published on our website and seen by our decision takers.**

The Heritage Trust Network Resilience Project: Unlocking the Power of Communities

**1a. Have you received any advice from us before making your application?**

Yes

**Tell us who you received advice from**

Liz Shaw  
Development Manager, Midlands and East

Oluwaseun Soyemi  
Policy Advisor and Programme Manager, Regeneration

Ros Kerlake  
Chief Executive

**1b. Is this your organisation's first application to us?**

No

**Please tell us the reference number and project title of your most recent application.**

The Way Forward, 2015 TF-14-06739  
(Predecessor organisation UK Association Preservation Trusts)

**1c. Describe your project**

**In no more than 200 words please provide a summary of your project, if necessary use bullet points. Please note the summary you provide is the only part of your application form which is seen by decision takers. This is presented alongside our Officer's assessment of your application.**

Since the transformation from UKAPT to Heritage Trust Network, funded by NLHF in 2015, our membership has grown and diversified. However, barriers remain that have prevented sustainability and the 'heritage sector' has increasingly diverse needs and declining capacity.

With this UK-wide project HTN must now upscale its operations to increase resilience and deliver the future-proof model needed for community-based training and skills development. This will enable more members to transform heritage at risk into community assets.

By developing an improved network of Area Committees, HTN will enhance peer-to-peer support, training and capacity building. HTN will support those involved in heritage regeneration projects, including new support for young people.

This project will:

- expand area committee and events programme to increase local engagement and sharing of best practice.
- provide digital services including webinar/fundraising platforms and peer-to-peer networking
- improve membership systems, income generation and reviewed partnerships to enhance support and advocacy.

Members will expand audiences and develop projects benefiting local communities and economies at a reduced environmental impact, improving place. Partners and funders will benefit through an increased quality of applications, more viable business planning and greater risk mitigation, protecting past and future investment.

**You must also submit a Project Plan as part of your application.**

**1d. Where will your project take place?**

**If your project will take place across different locations, please use the postcode where most of the project will take place.**

**Address line 1**

Heritage Hub

**Address line 2**

Newman Brothers Coffin Works

**Address line 3**

13-15 Fleet Street

**Town/City**

BIRMINGHAM

**County****Post code**

B3 1JP

**Local Authority within which the project will take place**

Birmingham

**Constituency within which the project will take place**

Birmingham, Ladywood

**For landscape projects, please provide an Ordnance Survey grid reference for your landscape**

NA

**1e. When are you planning to start and finish your project?****Project start date:****Month**

October

**Year**

2019

**Project finish date:****Month**

June

**Year**

2022

## 1f. Why does your project need to happen now?

The transition to the Heritage Trust Network (HTN) in 2015 has been successful in readdressing the focus to needs of heritage development trusts in the 21st century. As noted above our membership has grown and diversified, and we have developed positive working partnerships with key sector organisations. HTN membership is recommended by colleagues at the NLHF, AHF, Historic Environment Scotland, IHBC and others. Members have been consulted regularly as to their specific training and resource needs and this has resulted in the development of a comprehensive online toolkit and development officers in England and Scotland. The HTN board has been strengthened and there are now 8 trustees with the skills needed to govern the organisation. Crucially, board members have been involved in projects and current sector practice and can therefore work with members to identify key development needs and opportunities.

The HTN board has accessed funding for the toolkit, annual conference and development officers, but match funding is required for all of these activities. Corporate sponsorship has been successful but the model has also depended on the increase of membership. Forecasted membership targets have not yet been met, due to the challenge of national promotion, time needed to develop recommendations and word of mouth and the lack of strong area committees in many areas of the UK. As a result, a deficit of c. £11k was made in 2018/19, which has reduced the organisation's reserves and put its future at risk. This project would not only allow us to deliver the development needed to become sustainable as an organisation, but will also deliver key outcomes that are noted within this application.

This is a crucial time for further investment in HTN as an organisation and as a network with the potential to grow, thrive, and make an impact on the success and proactivity of both member organisations and all who benefit from our training.

The future financial sustainability of the organisation depends not only on the number of members, but the quality of membership services offered. Both will become key areas of income generation within the future HTN model and those offered will respond directly to the needs of our members. Investment at this stage will allow development officers to focus on this, while bringing in additional staff capacity to develop the area committees and to plan and deliver an annual events and training programme. Additional funding will allow us to respond to the digital needs of our members and a systems upgrade will more effectively manage member support/data requirements. Recent HTN digital and organisational development has made HTN investment ready for proposed project (e.g. enhanced website, new Live member projects, new area reps etc).

Funders have indicated that, subject to the success of this application, an extension of time and funding could be given for the England Development Officer post, to enable the delivery of further outcomes.

Consultation with members and prospective members in advance of this application has given us the following insight into their requirements of HTN membership:

- an annual events programme that meets the current skills training gap (previously addressed by the BRICK and Giving to Heritage programmes). One that is tailored to the diverse needs of our members, whether it is a start-up member, members needing specific project management skills or the more experienced member trusts looking to grow and expand their activities.
- Support members to understand new and emerging options for regeneration, from funding to constitutions. This is in response to the increased diversity of members (size, skills, type).
- Improved accessibility to live training by having a regular programme of events in their region and including webinars and YouTube 'How to' and case studies.
- specific need in Wales and Northern Ireland due to lack of capacity and structure in those areas. AHF support officers are working in those areas with key member trusts, but more events are needed for representation of HTN and its member services on the ground. The HTN 2019 national conference is therefore planned to take place in Derry, Northern Ireland.
- Our members need more exposure for their projects and fundraising campaigns and crowdfunding is an increasingly popular option due to the community engagement involved. There is no single website focus for heritage crowdfunding, but the Art Fund's 'Art Happens' platform and the French Dartagnans.fr site show this can give member campaigns a greater chance of success and a wider, often international, reach. For example, Dartagnans.fr regularly attracts international investors from 100 countries to crowdfunding campaigns comparable to HTN members, which only achieve a local reach.
- 2019 offers opportunities for increasing our international profile by delivering events in collaboration with Europa Nostra UK, which has recently appointed a new Chair.

With the recent launch of the Future High Streets funding, there is a time specific need to support our members in accessing this investment and in delivering projects within a challenging timescale. Members should not only focus on their own individual projects, but on the contribution this makes to the place and community in which it is based, becoming more adept at demonstrating potential social and economic outcomes.

Our grass roots identity has not yet been fully realised as the focus has been on the development of the organisation at its core. However, the need to develop area committees (following the successful Midlands model) is very clear and needs investment to achieve on a national basis. Members not yet unified as a social, economic, or cultural entity-HTN must deliver a stronger marketing and fundraising platform for the vital movement.

**1g. Tell us what advice you have received in planning your project and from whom.**

Consultation with members, partner organisations and funders such as AHF and the NLHF at recent events. Specialist advice has been received from Good Exchange (crowdfunding), ACE and HRBA. Tender prices for briefs provided by consultants.

All members were contacted regarding improvements to Toolkit resources and AHF support officers were consulted, particularly in Wales and Northern Ireland.

Project funded Development Officer roles in England and Scotland have enabled HTN to develop a significant understanding of the sector, and where HTN as an umbrella organisation requires additional capacity to address needs across these areas.

**1h. Tell us about the people who will benefit from your project.**

This is a UK-wide project, based at our office in Birmingham. The project will benefit any groups or organisations across the UK who wish to learn from our events programmes, conferences, Toolkit or webinars.

Anybody is welcome to attend and learn from our events, members benefit from a reduced cost and access to the online Toolkit resources. A reasonable cost is charged for events to ensure the future sustainability of the programme. In addition, corporate sponsorship will be used as a subsidy to maintain the cost at an accessible level.

HTN member organisations and the staff and volunteers will directly benefit from this project and new members will be encouraged through the planned activities and training. These will be drawn from a wide range of organisations including social enterprises, Community Land Trusts, Arts, Museums, Religious buildings, start-up organisations and groups in rurally isolated areas.

An increasing number of members are using heritage to fulfil other social purposes and their projects bring benefits to people living and working in their areas. This includes groups harder to reach, requiring significant local infrastructure to access as noted within the Giving To Heritage evaluation.

We will reach a larger and more diverse number of young people via increased media output reaching broader audiences and more proactive area committees will have greater reach within localities, including universities and colleges.

Based on feedback from members and past conferences, we need to target the involvement of more young people in heritage, and as the next generation of heritage leadership. We will therefore give students free membership, subject to providing evidence of a recent National Lottery ticket. We will recruit 3 graduate interns, to be based in our Birmingham office. We will target more involvement of young people in the management of area events and committees, including the Steering Committee.

The aim of the project is to build stronger, more localised networks and to offer training across broader formats, with both increased tiered in-person training and digital 24/7 accessible content. Improved local peer-to-peer capacity and access to mentors will offer a greater value to membership and the culture of the network.

We expect our area events to attract 540 participants (based on 2 events per year/area and 30 attendees per event). A further 400 will attend our annual conferences. 12 webinars will be watched by 1200 people and 50 members will participate in the crowdfunding listings.

Staff, bursary holders and volunteers working on the project will also benefit from the significant amount of CPD delivered through the programme.

**1i. Does your project involve heritage that attracts visitors?**

No

## 1j. Tell us what will happen after your project ends.

**Think about: Where the things you will produce will go after your project has finished, how the outcomes will be maintained and how you will manage your heritage in the future.**

The project has been designed to develop a delivery model that once established, will be sustainable in terms of the resources and capacity built over the project programme. This will include:

- digital training and content hosted online
- local, proactive networks like the Midlands, across UK
- an effective fundraising platform
- continued provision of training, peer-to-peer support, one-to-one mentoring

This will help to deliver a pipeline of investment-ready organisations, securing funding across the third sector, working to save heritage at risk and return buildings to sustainable new uses to benefit people and communities.

### 1. Digital

1.1 Crowdfunding platform managed by core staff, with consistent project traffic.

1.2 Additional Resources within Toolkit delivered through member/sponsor contributions

1.3 YouTube - Up-skilled members will share with Network via regional events and training - Content will remain publicly accessible.

1.4 Social media - expanded network with international following, attracted to support and fund member projects

2 Capacity growth by Area Network Officer for Area Committees to be maintained by core staff. Committees will adapt (as shown by Midlands model) to plan events in their area, liaise with local members and identify local corporate sponsorship opportunities.

3. Improved income generation will finance core staff long term and ensure HTN funding sustainability

- Alternative revenue streams, including corporate, will diversify income and secure greater cashflow security

4. Partnership development with key stakeholders will provide future collaborative working/support

- Area networks will be in place to continue relationships at grass roots level.

- Partnerships developed will be designed to increase inter-organisational working

- HTN will be an improved resource to other organisations, with greater sector coverage, capacity and offer.

5. Core organisational governance and strategy

- Systems upgrade will sustain ongoing membership growth/diversification

- Fundraising and forward strategies will be enacted beyond 2 year project

- stronger base of corporate supporters

6. Member/sector benefit

- project performance and sector resilience will return on investment over the medium to long term.

7. Funding

- Future funding strategies will be developed during the bid, to build upon new growth in Wales and Northern Ireland, plus long term staff support for Scotland and England.

The focus of the project is on enabling greater community empowerment and encouraging an increase in local knowledge and experience. This will enable community-based organisations and those with a specific area of benefit to deliver heritage-led regeneration projects.

The outcomes of the project will be maintained by ensuring that HTN's activities are aligned with related partnerships and initiatives throughout the programme. Through increased staff capacity and closer working relationships with other organisations such as HE, AHF, and ACE, mutual benefits can be secured.

**1k. As well as acknowledging your grant as set out in our requirements, we also ask you to provide special access and/or offers for National Lottery players. Please tell us how you would do this.**

We will work with Member grant recipients to provide access and/or offers to National Lottery players in ThanksToYou week, sharing best practice with others across the Network. This will include free cups of tea, a raffle for 'behind the scenes tour' at a member site in each area and free HTN membership for students evidencing a current ticket.

The second day of our 2019 HTN Conference in Derry, Northern Ireland, is 19 November 2019, the 25th anniversary of the National Lottery. We will celebrate and publicise all of our member projects. The Northern Ireland Country Director of the Heritage Fund has agreed to speak and celebrate at the conference. We hold a raffle at each annual conference (see tickets in appendix), thanking lottery players and highlighting funding successes.

The HTN website will link to both the Heritage Fund and National Lottery pages. All project literature and regional events will feature the Heritage Fund logo, as will social media. Our Trustees will all be proactive in acknowledging National Lottery Players, in particular Hopwood Depree, who is a standup comedian and filmmaker and therefore promotes a high profile for the organisation.

## **Section two: The heritage**

**2a. Tell us about the heritage in your project and why it is important to your organisation and community.**

This project focuses on heritage that has previously been supported by the NLHF through grants to our members, in addition to the wealth of historic buildings and sites, redundant and at risk, with the potential to be brought back into beneficial use of local communities and the wider economy.

Our members are situated across the UK and are responsible for managing, restoring or working to save all manner of heritage and community assets, but mostly buildings and structures of national significance. Notable example projects include Wentworth Woodhouse (Yorkshire, Grade 1), Castle Gwrch (Wales), Bannockburn House (Scotland), and United Counties Hotel (Northern Ireland).

This is an increasing challenge as there are an estimated 200,000 listed buildings 'at risk' in the United Kingdom, and many others which are unlisted but of local importance. These are too often located in areas of social and economic deprivation. This is recognised not just by Historic England, but also by Locality which has noted the impact of the widespread local authority policy towards offloading assets to mediate budget cuts.

Since launching in 2016, the sector has altered significantly and HTN supports members in keeping up to date with these developments. High Streets regeneration will become an increasingly strong focus during this project and members need to place their project at the heart of local regeneration and community strategies. Funding streams have also shifted, with a new focus on loans via the Heritage Impact Fund, creating greater need for long term sector support for projects.

**2b. Select the heritage type that is the main focus of your project:**

**Please note you can only select one option.**

Other

**Please specify**

Our member focus is typically buildings, but some are looking after monuments, parks and industrial heritage of cultural and community significance.

**2c. Is the heritage considered to be at risk?**

Yes

**Explain why you consider the heritage to be at risk and how.**

With the significant challenge noted above and the lack of organisations able to offer support to community groups on a peer to peer basis, support through the HTN is now crucial. Without this there is a concern that the planned investment through Future High Streets and the Heritage Impact Fund may not be maximised. The need and demand for this level of support has been evidenced by membership growth since launch, from 180 to 280 members across the UK.

Statistics demonstrate the scale of the issue. In England: 834 (3.7%) of grade I and II\* listed buildings (excluding places of worship) are on the Register. This does not include grade II and unlisted heritage at risk. Locality notes that between 2012-2017; average of 4,131 publicly owned buildings and spaces sold off each year across England. 42% of AHF grants have been awarded to projects involving asset transfers (2017-18). In Northern Ireland, more than 500 buildings are at risk or under threat, in Wales, the total number is over 2,500 (inclusive of Grade II) and in Scotland the figure is over 2,000.

HTN is now the only support organisation dedicated to community heritage regeneration. The reduction in local authority conservation support and funding has led in England to a 36% reduction in conservation officers in local government since 2008. And yet, there is an increasing rate of new organisations without key heritage skills, working on heritage at risk projects. (For example 30% of AHF grant awards were to new organisations during 2017-18. A total of £1,606,245 grant investment was made by AHF to these groups and a further £2,958,485 in loans. This level of investment requires a capacity building and training organisation to underpin delivery.)

The need to skills share across sub-sectors has never been greater as skills in the restoration and adaptation of historic buildings needs to be matched with the entrepreneurial skills needed to secure a new use.

Challenges faced by members include:

- Funding cuts
- Shortage in traditional construction skills
- Development pressure
- Pressure on resources and capacity
- Access to knowledge & skills
- Changes to legislation

HTN itself requires the development and investment in this project to ensure future sustainability and the strategy has been well thought through given the learning the organisation has been through over the past 18 months.

**2d. Does the heritage have any formal designation?**

**Please select the options that apply.**

- Accredited Museum, Gallery or Archive
- Designated or Significant (Scotland) Collection
- DCMS funded Museum, Library, Gallery or Archive

World Heritage Site

Grade I or Grade A listed building

**How many buildings of this type are included in your project?**

Many - including within World Heritage Sites

Grade II\* or Grade B listed building

**How many buildings of this type are included in your project?**

Many

Grade II, Grade C or Grade C(S) listed building

**How many buildings of this type are included in your project?**

Many

Local list

**How many buildings of this type are included in your project?**

Many

Scheduled Ancient Monument

**How many monuments of this type are included in your project?**

Many

Registered historic ship

Conservation Area

Registered Battlefield

Area of Outstanding Natural Beauty (AONB) or National Scenic Area (NSA)

National Park

National Nature Reserve

Ramsar site

Regionally Important Geological and Geomorphological Site (RIGS)

Special Area of Conservation (SAC) or e-SAC

- Special Protection Areas (SPA)
- Registered Park or Garden
- Protected Wreck Site
- National Historic Organ Register
- Site of Special Scientific Interest
- Local Nature Reserve
- Other

**Please specify**

Buildings or sites of historic or architectural importance or other heritage assets, including in parks and conservation areas

**2e. Will you be undertaking any capital work as part of your project?**

No

**2f. If you are undertaking any capital work (including repair, refurbishment etc.) to land, buildings or heritage items, tell us who owns it.**

**Please select the option that applies.**

N/A

**2g. Does your project involve the acquisition of a building, land or heritage items?**

No

**Section three: Managing your project****3a. Will your project be delivered by a partnership?**

No

**3b. How will your project be managed?**

The management structure organogram is attached.

The project will be overseen by the HTN Board with a wide expertise in heritage regeneration, community engagement and funding. See attached list of trustees and biographies.

HTN will set up a formal steering group, involving external representatives, partners and funders as needed. The Steering Group will meet both physically and digitally, with regular digital communication to ensure rapid decision-making. Steering Group membership will be reviewed biannually.

The Steering Group will include youth representation from Beatbreaks, a Birmingham-based heritage organisation and poetry collective, to ensure project activities remain accessible and inclusive.

The Area Network Officer will be line managed by a HTN trustee and supported by Benjamin Parker, our Development Officer for England and an expert mentor. It will be their responsibility to engage and work with the area committees and develop the events programmes. A detailed job description is attached.

The graduate placements will be managed by the Area Network Officer and they will attend steering group meetings. They will be asked at each quarterly meeting to provide a report on their activities and achievements.

Included within the project costs is consultancy for the feasibility of closer partnership working with AHF. This is based on assessing the future sustainability of the core costs of both organisations and the benefits of a closer working relationship for groups who are both AHF clients and HTN members.

**3c. Tell us about any jobs and / or apprenticeships that you will create to deliver your project.**

- Area Network Officer

Full time 2 1/2 year post to lead developing new committees across England, Wales and NI and the corresponding events and training programming. Role will engage with existing members and area stakeholders to build on HTN's influence at local level.

- 3 x Graduate placements

Graduate placements providing entry level access to the sector. Successive 6 month placements will provide support across the organisation, ranging from marketing to events planning, whilst undergoing remote placements with members or corporate partners to develop real-life project experience and capacity for members.

**3d. Tell us about any problems your project could encounter and how you will manage these.**

The detailed risk register is attached. The highest risks are considered to be:

1 Technical: digital development; Integration into main HTN website; user experience  
Mitigation: Robust tender process, pilot testing, adequate development time.

2 Financial

- Loss of corporate support
- reduction in membership revenue
- poor business growth
- Challenging cashflow

Mitigation:

Development Officer increased focus on revenue performance.

Robust governance and fundraising strategy

Cashflow loan, eg AHF

3 Organisational/management

- board changes
- staff changes
- staff capacity

Mitigation:

Effective line management and mentoring

Reactive management and recruit processes

Training

4 Economic

- unexpected office rent increase
- unexpected digital cost increase
- unexpected staff costs
- Brexit impact on sector, funders, wider economy

Mitigation:

Proactive governance and horizon scanning

Suitable consultant contracts

5 Volunteers

- lack of interest from wider third sector
- alienation of traditional organisations
- negative responses to consultations

Mitigation:

Effective and developed marketing campaign, partnership working.

Effective communications strategy

6 Legal

- GDPR developments

Mitigation:

Improved CRM systems will enable greater , more efficient compliance.

7 Environmental

- lack of member engagement with green practices

Mitigation:

increased training on sustainable solutions

working with the Fit for the Future network

### 3e. What measures will you take to increase positive environmental impacts and reduce negative environmental impacts?

We intend that our project will be carbon neutral in response to the current climate emergency. We will minimise emissions, recycle and reduce resource use where possible, and offset the carbon that we use in project activities and travel.

We are developing an offsetting scheme in Leeds, which intends to be a carbon neutral city by 2050, with member, the Kirkstall Valley Development Trust. Tree planting will contribute to the Trust's aims to establish new woodland in its Regional Park, providing a 'green lung' for Leeds and increasing biodiversity. This model could be replicated at other member sites.

We will join the Fit for the Future network, involving the network in member training to encourage environmental sustainability in projects. Eg Training on BREEAM; energy saving measures, materials etc bird/bat/bee boxes; planting, green roofs etc

Many members are already pioneers in reducing environmental impacts, reusing existing buildings and recycling traditional and sustainable local materials.

We will promote examples of best practice and skills sharing, linking with existing projects like Bats in Churches. HTN will enable projects to incorporate more environmentally sustainable elements. Improved networking will allow for skills and technology sharing. E.g. Renewable energy provision at Howsham Mill, Yorkshire. We will hold events that are accessible by public transport and encourage members to develop sustainable travel toolkits.

We will use greener alternatives when marketing and use less paper at conferences. We will switch our utility suppliers to renewable energy. The new webinars and digital outputs will reduce the need for members to travel to events.

### 3f. How will you evaluate your project?

Evaluation will be carried out in accordance with Heritage Fund guidance and we will recruit an independent evaluation consultant to help establish a baseline at project initiation, as well as to train HTN staff, trustees and volunteers how to collect and monitor data during the project life. The consultant and Board will review the project at the halfway stage and the consultant will compile the final report at completion. The evaluation is to include social impact to match with AHF aspirations.

Qualitative and quantitative evaluation of project outputs will include membership growth and diversity; user figures and feedback on digital outputs; corporate sponsorship; attendance at training and events, and partnership working. Collection of data will also involve number of projects taken forward by members and testimonials from members on the impact of the training and area network on their activities.

## Section four: Project outcomes

### 4. Select the outcomes your project will achieve and explain how you will do this:

**Achieving the outcome 'A wider range of people will be involved in heritage' is a mandatory requirement.**

**Please note:**

- **We do not expect you to achieve all of the outcomes listed;**
- **If your application is successful you will be expected to report against the outcomes you select.**

a. A wider range of people will be involved in heritage

The project intends an increased and greater diversity of people will be involved in heritage projects, as HTN members and in the HTN's governance structure. Target audiences include young people, as well as our Welsh and Northern Ireland areas, in response to evidenced needs.

#### Diversity:

- Better enable a greater diversity of projects by improving access to project support at local and national level, through stronger committees and local stakeholder engagement.
- Better access to diversity of projects via improved committee communication and access to members/training at early project stages.
- Free membership to students, subject to provision of valid lottery ticket.
- Welsh translation by our Welsh area chair, Adam Hitchings, AHF Officer and former HLF Development Officer in Wales.

#### Voice:

- By better engaging the full range of groups saving heritage at risk, a more complete representation of the grass-roots sector will be networked, providing a more accurate voice to stakeholders and government. Monthly surveys using regular questions will monitor trends and current issues informing advocates - e.g. Heritage Alliance/NCVO/Historic England.

#### Younger people:

- Graduate traineeships will offer early career access to the sector
- Training graduates and members to incorporate Young Board Members (current example: Wentworth Woodhouse)
- Increased digital inc. Youtube, webinars and crowdfunding will attract new audiences
- The Birmingham Beatfreaks collective are past HTN conference attendees and collaborators and have been invited to join the Steering Group.

#### Capacity:

- Improved fundraising facilities will diversify communities accessing project funding.

#### Coverage:

- Increased support to Northern Irish and Welsh projects will better equip people to deliver projects, and access heritage once completed.

#### Access:

- Improved regional capacity will provide locally led access to hard to reach communities
- Digital access to Live training will broaden access for members
- Member videos will attract new audience to current projects
- Review of website with Accessibility groups.

Marketing will use both a broad and targeted approach to promote the programme offer equitably across a wider range of ages, ethnicities and social backgrounds; more disabled people; or groups of people who have never engaged with your heritage before. To achieve this, HTN will work closely with committees to provide the localised linkage to viable projects and groups with capacity to take on an asset.

✗ b. Heritage will be in better condition

Whilst not directly delivering regeneration projects, HTN's improved member committees, training, fundraising and communications will:

- Support more organisations to successfully bring redundant sites back into use
- Enable a broader range of organisations to manage built heritage
- Better enable local skills sharing, project awareness and collaboration
- Improve skills sharing between sites and projects at all stages
- Improve awareness of options available to projects, including funding, end use, constitution
- Provide better fundraising opportunities

Support provided to community groups at the beginning of their development journey may not be visible for several years to come. Our evaluation framework will establish methods to improve measuring of both HTN impact and member projects.

#### ✕ c. Heritage will be identified and better explained

Our regional events programme will inspire people to value heritage more and ensure that heritage is inclusive, so they are better able to explain their own project outcomes and vision, and so encourage greater involvement.

- Crowdfunding platform will increase awareness and engagement with heritage projects
- Youtube platform will broaden engagement with projects and best practice
- Webinars will increase accessibility, reach and engagement
- Members will learn how to identify project potential better and how to communicate this to stakeholders, funders and the public
- Working more with young people, events will be better tailored to a broader range of needs
- New member videos will improve awareness and understanding of projects, potentially internationally

#### ✕ d. People will have developed skills

Skills development is a critical project outcome, to be delivered in a variety of ways to meet all levels of accessibility and communication needs. Training is included in the Project Plan.

##### Training Programmes

- Improved digital webinar training will enable members and non-members to benefit from training.
- Improved regional events programming will offer greater opportunity for skills sharing across community groups, sector organisations and corporates. (workshops, surgeries)
- Mentoring programme will deliver tailored support to various levels of organisations.
- Area committees will be trained in good governance and for working with and safeguarding young people.

##### Member skills

Start-up members will be equipped with key skills, examples and contacts. Eg. Project skills: Fundraising, Communication, Digital (media, crowdfunding)

Experienced members will be better engaged and learn from broader third sector practices, such as how to reduce environmental impacts and increase involvement of young people. Helped by emerging partnerships with Fit for the Future, Charity Finance Group, Europa Nostra UK.

Older members and organisations will be re-animated through new opportunities to engage broader audiences and new practices.

##### Volunteers

Committee members (leadership, events, advocacy, sponsorship)

Student media (real world application, project working)

Mentors/mentees (communication, leadership)

3 graduate bursary placements will learn 'Real world' work skills, applied learning and develop contacts to enable full employment once the internships complete

Trustees will continue to take part in internal reviews, to learn good governance and work with sector partners.

× e. People will have learnt about heritage, leading to change in ideas and actions

The heritage sector, in its current climate with reduced capacity and declining budgets, does not fully utilise its experiences and expertise at grass-roots level to enable charities and social enterprises to react to and address developing challenges.

HTN has the greatest potential in the third sector for sharing learning and information at grass roots level across all subsectors of heritage; including arts, museums, residential and religious. HTN has potential to develop the 'hive mind' to propagate change from communities, for communities.

HTN will develop its area committees, events programmes and website so it can share best practice at both local and national level.

A key target for changing behaviour is the encouragement of members to minimize environmental impacts and offset carbon emissions in response to the climate emergency.

Learning will be measured through regular evaluation, improved membership platform and communications that enable HTN to track peer-to-peer learning and support.

× f. People will have greater well-being

Many member projects already achieve significant well-being outcomes. More explicit well-being examples and opportunities will be encouraged, demonstrated and evaluated through webinars, events and the sharing of case studies.

The diversity of HTN's members now includes sports, health and religious organisations. This has caused a greater focus on people and communities and projects suited to the needs of end users than in the previous APT model where projects were more focused on the building restoration phase..

Current member examples:

- 1 Aurora Wellbieng Centres, a Worksoop-based cancer charity, developing work to renovate, conserve and restore the 1938 Grade II listed building, creating a multi-purpose centre.
- 2 Quay Place in Ipswich, a wellbeing project delivered by the Churches Conservation Trust and the mental health charity, Mind.
- 3 Sports centres such as Bramley Baths and facilities such as Cleveland Pools.

HTN will encourage members to deliver more wellbeing projects with specialist organisations such as Mind, as well as autism, dementia, dyslexia groups etc. These will be evaluated post completion and case studies shared.

By attending HTN events and delivering projects, everyone involved in the project can increase their wellbeing in all '5 Ways to Wellbeing' from the New Economics Foundation:

- 1 connect.
- 2 be active.
- 3 take notice.
- 4 keep learning.
- 5 give.

× g. The funded organisation will be more resilient

A critical focus is the increased resilience of the Heritage Trust Network itself as a UK-wide organization, and of the area networks at a local level.

Alternative income sources will be explored to overturn the 2018-19 funding deficit into a surplus.

HTN organisationally

- Proportionately more representative of regen/heritage sector
- Diversified income streams
- Increased regional capacity
- Greater member 'ownership' of HTN
- Long term business plan
- Diversified board
- Younger people engaged
- New partnerships with strategic sector bodies and funders

Central

- Diversified income streams
- Better membership management and payment systems
- Broader membership
- Internal review will enable HTN to identify areas for improvement, and work more flexibly with the broader sector.

Regional capacity:

- Volunteer committees better trained
- Local consultants better linked with projects
- Local stakeholders better networked and aware of HTN
- Regular and sustainable, varied events programme

The Area Network Officer will build up the areas to be self-sustaining.

× h. The local area will be a better place to live, work or visit

This outcome will be achieved indirectly through the delivery of member projects, typically after completion. Directly, HTN will enable, train and share skills and case studies with members and other groups to deliver AHF and AHF initiatives for restoring and re-purposing historic High Streets.

- Members such as the Great Yarmouth Preservation Trust and Granby 4 Streets have a strong track record of the impact of heritage projects on Place. These will be shared for the techniques to be delivered UK-wide.
- Networking with the broader third sector will evidence wider impact of heritage and culture on place, referenced as lacking in the recent Arts Council report: Contribution of the arts and culture industry to the UK economy 2019.

Grassroots projects deliver community-based solutions and restored locally important buildings rebuild a sense of pride. They provide new employment, training and educational opportunities, and other social benefits associated with the building's use. Regeneration of a building can have a catalytic effect, encouraging greater confidence and investment in an area to make a real difference to a whole locality for generations to come.

× i. The local economy will be boosted

This outcome will be achieved indirectly through the delivery of member projects, typically after completion.

Projects completed by our members have had a significant (and as yet unmeasured) impact on the economic and social wellbeing of their communities. This is the strongest message within our training and conference programme and this inspires members to achieve the same within their areas. Crucially, it also equips them with the skills, knowledge and network to achieve this. Over 90% people living in areas where significant heritage-led regeneration had taken place, agreed that investment in the historic environment had resulted in a nicer place in which to live, work and socialise. (Amion and Locum 2010 Heritage Works 2018).

Members will be trained in impact evaluation and the findings shared.

## Section five: Project costs

### 5a. Project Costs

Tell us how much it will cost to deliver your project.

Cost Heading	Description	How much (£)	VAT (£)	Total (£)
New staff	Area Network Officer (2.5 years FT @ £27,000 +15%) & Graduate trainees x 3 (6 months full time @ £19,000 pro rata +10%)	108975		108,975
Professional fees	Web Developer & Consultancy Options Appraisal	12500	2,500	15,000
Recruitment	Area Network Officer & Graduate Trainees	1000		1,000
Purchase price of heritage items				
Repair and conservation work				
New build work				
Digital outputs	Webinar programme, crowdfunding platform, Youtube channel, & CRM system	43274	8,194	51,468
Equipment and materials including learning materials	Computers and phones	3000	600	3,600
Training for staff	Area Network Officer & 3 graduates	4000	800	4,800
Training for volunteers	36 events (9 areas * 2 * 2 years) @ £500 per event = £18,000 plus mentoring programme costs	27600	5,520	33,120
Travel for staff	UK wide travel expenses	8000		8,000
Travel for volunteers		4000		4,000
Expenses for staff	Included within travel budget			
Expenses for volunteers	Included within travel budget			
Event costs	£10,000 per year for National HTN conference	20000	4,000	24,000
Community grants				
Other	Membership fees, cash flow loan interest, carbon off-setting & DBA checks	5490		5,490
Publicity and promotion	Leaflets, banners and enhanced social media	6000	1,200	7,200
Evaluation	Evaluation consultant	15000	3,000	18,000
Full Cost Recovery	Please refer to attached calculation.	31326		31,326
Contingency		8000		8,000
Inflation				
Total project costs		298165	25,814	323,979

### 5b. Project Income

Tell us about any project income from other sources of funding that you expect to receive to help you carry out the project.

**Please note: All grant requests are automatically rounded down to the nearest £100. With this in mind, please make sure that the total project income exactly matches the total of costs or the system will not allow you to proceed.**

Income type	Source of Funding	Secured?	If No, anticipated date income will be secured	Value (£)
Cash	Architectural Heritage Fund	Yes		10000
Cash	Sponsorship & training/event income	No	Sponsorship secured and event income strategy by October 2019	40079
Cash	Pilgrim Trust & other charitable funding	No	By October 2019	25000
Grant request				248900
Total				323979

Grant %

77%

### 5c. Non-Cash Contributions

Tell us about any non-cash contributions that you expect to receive to help you carry out the project.

Description of non-cash contributions	Estimated Value (£)
Corporate sponsors offering free training	12,000
Total	12,000

### 5d. Volunteer Contribution

Tell us about any volunteer contribution that you expect to receive to help you carry out the project.

Description of volunteers' task	Skill level of volunteers' task	Number of volunteers	Total number of volunteer hours	Value of volunteer contribution (£)
Steering group members	Skilled labour (for example - administrative work, carpentry or leading a guided walk)	8	240	4,800
Training provided by members/trustees for members	Skilled labour (for example - administrative work, carpentry or leading a guided walk)	15	120	2,400
Area committee members	Skilled labour (for example - administrative work, carpentry or leading a guided walk)	18	540	10,800
Total				18,000

## Section six: Your organisation

**6a. Address of your organisation.**

<b>Address line 1</b>	13-15 Fleet St
<b>Address line 2</b>	
<b>Address line 3</b>	
<b>Town/City</b>	Birmingham
<b>County</b>	
<b>Post code</b>	B3 1JP

**6b. Organisation type**

**Please select one of the following:**

Registered Charity

**6c. Tell us about your organisation's main purpose and regular activities.****Purposes and aims:**

Heritage Trust Network is a membership organisation run by people who have delivered amazing heritage projects against all the odds. Our mission is to help others do the same. We operate throughout the United Kingdom, creating a grass roots network for community heritage groups, whether constituted as building preservation trusts, community trusts or social enterprises.

Our activities include training, events, advocacy, project support, and signposting. Our annual conference is a key national event for the heritage sector. This is funded through membership revenue, sponsorship, and project grants.

HTN has 8 Trustees (Biographies attached) 2.7 FTE staff including 2 x FT Development Officers (England & Scotland) and 0.7 x Membership Officer.

Benjamin Parker is the Development Officer for England. This is an enabling three year-long English focussed initiative, part-funded by Historic England. Sarah Pearce is the Development Officer for Scotland, funded by National Trust Scotland and Historic Environment Scotland, managed by the HTN Scotland Committee and the Architectural Heritage Fund. These posts allow for enhanced activity in England and Scotland, developing HTN membership and supporting heritage at risk projects.

**Volunteers:**

Our area networks, managed by volunteers, are in Scotland, Wales, Northern Ireland and England (North East, North West, Midlands, East Anglia, South West, South East).

**How many board members or Trustees does your organisation have?**

8

**How much did your organisation spend in the last financial year?**

86600

**What level of unrestricted funds is there in your organisation's reserves?**

17000

**6d. Is your organisation any of the following? If so please provide the information requested.****Registered Charity in England, Scotland or Wales - give registration number**

1167662

**Charity recognised by HM Revenue and Customs in Northern Ireland - give reference number****Company or Community Interest Company (CIC) - give registration number**

09943640

**6e. Are you VAT-registered?**

No

**6f. Do you consider your organisation's mission and objectives to be:****Please select the options that apply**

- Black or minority ethnic-led
- Disability-led
- LGBT+-led
- Female-led
- Young people-led

**And in Northern Ireland only:**

(none selected)

**6g. Details of main contact****Name**

Benjamin Parker

**Date of birth**

14/09/1992

**Position**

Development Officer

**Is the address of the main contact the same as the address in 6a?**

Yes

**Daytime phone number, including area code**

07470350439

**Alternative phone number**

0121 233 9283

**Email address**

benjamin.parker@heritagetrustnetwork.org.uk

**Tell us about any particular communication needs this contact has.**

NA

**For projects based in Wales, which language should we use to communicate with the main contact?**

- English
- Welsh
- Both (Bilingual)

**If the main contact is not an authorised signatory for your organisation please include the details of an authorised signatory below:**

**Name**

Liz Bates

**Position**

Chair

**Contact telephone number**

07446 812738

**6h. Does your organisation use social media? If so, please provide us with some information (for instance, your organisation's twitter handle).**

Twitter:

@HTNmembers

Website:

<http://www.heritagetrustnetwork.org.uk>

Facebook:

Heritage Trust Network

## **Section seven: Supporting documents**

**Below is the list of supporting documents that you are required to provide for this grant programme. If the supporting document is not relevant to the project you are proposing please select not applicable.**

**Please do not submit any additional documents that do not appear below.**

**All documents should be provided in digital format (either as an attachment to this application form or sent as an email to your local office).**

## 1. Governing Document (e.g. constitution)

**We do not need to see your governing document if:**

- You are a public organisation (e.g. a local authority)
- You are a private owner of heritage
- You are a commercial organisation

Attached

## 2. Accounts

**Your most recent audited or accountant verified accounts.**

**If you are a newly formed organisation and do not have a set of audited accounts, please submit your last 3 bank statements or a letter from your bank confirming that you have opened an account.**

**We do not need your accounts if you are a public organisation (e.g. a local authority).**

Attached

## 3. Project plan

**All projects must submit a project plan. We recommend you use the template provided on our website.**

Attached

## 4. Partnership agreements

**If you are planning on working with another organisation to carry out your project, we would like to see your partnership agreement. This document should outline both partner's roles and responsibilities and should be signed by all parties. You can find an example of a partnership agreement on our website, which you may find helpful as a starting point. This agreement should reflect the needs of your project and you may need to seek independent advice.**

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

Attached

## 5. Condition Survey

**If your project involves the conservation of heritage, you must provide a condition survey or another appropriate document such as a draft or outline Conservation Plan. This document should tell us the current condition of the heritage and the works that are needed to return the heritage to a good condition. For example, if you plan to conserve a local war memorial, you will need to know the current condition and what repair works are needed. The survey or report should also indicate the relative priority of the suggested works i.e. what works are most critical and need to be tackled most urgently.**

Not applicable

## 6. Job Descriptions

If you plan to recruit a new member of staff to help deliver your project, including an apprentice, please submit a job description for that post.

**Please note:** You must openly advertise all new staff posts, unless you are extending the hours of an existing member of staff or are moving an existing member of staff into the project post.

Attached

## 7. Briefs for internally or externally commissioned work

Briefs describe any work you plan to commission during your project. If you are commissioning work (e.g. from an artist or an architect) then you should submit a brief.

The brief should describe the works, how long they will take, and how much they will cost. You can find a template brief on our website.

For fees over £10,000 you should obtain 3 competitive tenders or quotes, for fees over £50,000 we will expect you to provide proof of the competitive tendering process.

Attached

## 8. Images

If relevant, please provide images that help illustrate your project.

For example, if your project focus is a local photography archive, you may wish to provide a few images of the collection. Or, if your project involves a community garden, you may wish to provide a map.

If you are seeking to improve a landscape or conservation area you should include a map of the area that shows the location of all the projects you will deliver.

Attached

## 9. Letters of support

Letters of support are a good way of showing us that you have spoken to other people and that they are interested and committed to your project.

Please submit no more than six letters of support from the people involved in your project, rather than general supportive statements. For example, if you are planning to deliver workshops at local youth clubs then a letter of support will show us that they want to take part.

If possible, letters should be on headed paper or signed.

Attached

## 10. Calculations of full cost recovery (if applicable)

If you are an organisation in the voluntary sector, we can cover a proportion of your organisation's overheads commensurate with the time or resources used for your project. We can also cover a proportion of the cost of an existing member of staff, as long as they are not working exclusively on the project. We expect this contribution to be calculated using Full Cost Recovery.

If you are including Full Cost Recovery in your project budget, you must include a document that outlines your calculation.

You can find a spreadsheet to help you calculate this figure on our website.

Attached

#### 11. Ownership Documents (if applicable)

If you are planning any capital works, or intending to purchase land/buildings/collections, please provide copies of any relevant ownership documents (for example, Land Registry ownership documents, or a leased or heads of terms).

Not applicable

When submitting supporting documents, please use appropriate file names so our assessment team can easily identify each document.

We will confirm we have received your application when we have your online form and all supporting material.

We will not be able to assess your application if we do not receive all the required information.

Please now attach any supporting documents.

#### Attached documents

Number	Name
1	1a. HTN Constitution.pdf
2	1b. HTN Area Scoping Report.pdf
3	1c. HTN Toolkit Funder Report.pdf
4	1d. HTN Board.pdf
5	1e. HTN Project Management Structure.pdf
6	2. HTN 2018 Annual Report and Accounts.pdf
7	3. HTN Project Plan.xlsx
8	4a. HTN AHF Partnership.pdf
9	4b. HTN _ CFG partnership.pdf
10	HTN Supporting Documents Contents Page.pdf

### Section eight: Additional information and declaration

An objective for our work is that by 2024 heritage will be more inclusive. We are committed to having an accurate picture of the diversity of organisations who apply to us. We will anonymise the demographic data you give us and use it to inform our policy and in our public reporting.

Please include all the information you have available (that is obtained through formal monitoring, not based on assumptions or informal knowledge). Please do not provide data if you are not sure.

1) Of the people who are employed in your organisation (both full-time and part-time staff), approximately how many are:

Don't know

**Male (%)**

33.

**Female (%)**

67.

**Non-binary (%)**

2) Please enter the total numbers of paid staff, volunteers and Board members in your organisation, as applicable.

**Gender**

	Senior Leadership	Paid staff	Volunteers	Board/governing body members	Total
Male		1		5	6
Female		2		3	5
Non-binary					
They prefer not to say					
Not known					

**Age**

	Senior Leadership	Paid staff	Volunteers	Board/governing body members	Total
Up to 19					
20-34		3			3
35-49				6	6
50-64				2	2
65+					
They prefer not to say					
Not known					

**Disability and Impairment**

	Senior Leadership	Paid staff	Volunteers	Board/governing body members	Total
Number who identify as a deaf or disabled person					
Number of non-disabled staff					
Prefer not to say					
Not known					

**Ethnicity**

		Senior Leadership	Paid staff	Volunteers	Board/governing body members	Total
White	British		3		6	9
	Irish					
	Irish traveller					
	Other White background				1	1
Mixed	Black Caribbean and White					
	Black African and White					
	Asian and White					
Asian/Asian British	Indian					
	Pakistani					
	Bangladeshi					
	Chinese				1	1
	Any other Asian background					
Black/Black British	African					
	Caribbean					
	Any other Black background					
Other	Arab					
	Cornish					
	Any other ethnic group					
	They prefer not to say					
	Not known					

**Sexual Orientation**

	Senior Leadership	Paid staff	Volunteers	Board/governing body members	Total
Bisexual					
Gay man					
Gay woman/lesbian					
Heterosexual/straight					
They prefer not to say					
Not known	3			8	11

**Community Backgrounds (answer only if your project is in Northern Ireland)**

	Senior Leadership	Paid staff	Volunteers	Board/governing body members	Total
Mainly from Catholic communities					
Mainly from Protestant communities					
From communities that are Protestant and Catholic in equal number					
Prefer not to say					
Not known		3		8	11

## Declaration

### a) Terms of Grant

You must read the standard terms of grant for this programme on our website.

By completing this Declaration, you are confirming that your organisation accepts these terms. For partnership projects, all partners must confirm that they accept the standard terms of grant by adding a contact at the end of the declaration.

### b) Freedom of Information and Data Protection

We are committed to being as open as possible. This includes being clear about how we assess and make decisions on our grants and how we will use your application form and other documents you give us. As a public organisation we have to follow all data protection laws and regulations, to include European Parliament directives and regulations that are applicable and in force from time to time (the 'Data Protection legislation'). As defined by the Data Protection legislation the Trustees of the National Heritage Memorial Fund (who administer the National Lottery Heritage Fund) is a data controller.

As part of the application process we will collect your name and position at the organisation you represent. We may share this information with one of the consultants on our Register of Support Services if they are appointed to help support you on your project. We do not transfer your data to any third parties based outside of the EU. Our Privacy Policy contains additional information including contact information for our Data Protection Officer. It can be found on the National Lottery Heritage Fund website.

When you complete the Declaration at the end of the application form, you are confirming that you understand our legal responsibilities under data protection legislation and the Freedom of Information Act 2000 and have no objection to us releasing the 'The Heritage', 'Your Project' and 'Project Outcomes' sections of the application form to anyone who asks to see them once your application has completed the assessment process. If there is any information in these sections of the form that you don't want made publicly available, please explain your reasons below:

We will take these into account when we respond to any request for access to those sections. We may also be asked to release other information that you provide to us. We will respond to these requests after taking account of your rights and expectations under Data Protection legislation. In those cases, we will always consult you first. We will not be responsible for any loss or damage you suffer as a result of our meeting these responsibilities.

When you complete the Declaration you also agree that we will use this application form and the other information you give us, including any personal information covered by Data Protection legislation for the following purposes:

- To decide whether to give you a grant.
- To provide copies to other individuals or organisations who are helping us to assess, monitor and evaluate grants.
- To share information with organisations and individuals working with us with a legitimate interest in Lottery applications and grants or specific funding programmes.
- To hold in a database and use for statistical purposes.
- If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of the grant and the activity it was for. This information may appear in our press releases, in our print and online publications, and in the publications or websites of relevant Government departments and any partner organisations who have funded the activity with us.
- If we offer you a grant, you will support our work to demonstrate the value of heritage by contributing (when asked) to publicity activities during the period we provide funding for and participating in activities to share learning, for which we may put other grantees in contact with you.

**We may contact you from time to time to keep you informed about the work of the National Lottery Heritage Fund.**

Tick this box if you wish to be kept informed of our work.

**I confirm that the organisation named on this application has given me the authority to complete this application on its behalf.**

**I confirm that the activity in the application falls within the purposes and legal powers of the organisation.**

**I confirm that the organisation has the power to accept and pay back the grant.**

**I confirm that if the organisation receives a grant, we will keep to the standard terms of grant, and any further terms or conditions as set out in the grant notification letter, or in any contract prepared specifically for the project.**

**I confirm that, as far as I know, the information in this application is true and correct.**

I confirm that I agree with the above statements.

<b>Name</b>	Liz Bates
<b>Organisation</b>	Heritage Trust Network
<b>Position</b>	Chair
<b>Date</b>	28/05/2019

**Are you applying on behalf of a partnership?**

No

**When you have completed the form click the submit button to submit the form to the server. You can view what you have entered by clicking the Create PDF button.**