

Heritage Lottery Fund Strategic Funding Framework 2019-24

March 2018



Brough Castle in Cumbria

Introduction

The Heritage Lottery Fund is developing their Strategic Funding Framework 2019-2024 and, as part of this, held a consultation event with stakeholders at Carlisle on 13th February 2018 that I attended.

The purpose of this briefing paper is to summarise the proposals for the new Strategic Funding Framework and the discussion that took place at the consultation event and to provide some commentary.

In early 2019 the Heritage Lottery Fund will begin a new, five-year Strategic Funding Framework that sets out how they will distribute National Lottery good causes money to the heritage sector.

The United Kingdom Government has recently published its Tailored Review of the Heritage Lottery Fund's performance and the Mendoza Review of Museums in England. Both recommend new ways of working, including simplifying the grant giving processes and operating even more efficiently, getting the most value from National Lottery funding.

As the Heritage Lottery Fund plans these changes and adapts to a reduction in their National Lottery income, the Board has agreed that the next financial year 2018/19 – when they expect to distribute a substantial budget of £190million - should be a transitional year, with some changes to their grant making. This is intended to help them to rebase themselves to ensure that income, commitments and resources are aligned.

The Heritage Lottery Fund is also taking the opportunity to simplify the complexity of the grant programmes ahead of the new Strategic Funding Framework. The following changes to grant-making will take immediate effect (and run until the new funding framework opens in January 2019):

- There will be no new rounds of targeted programmes (i.e. Landscape Partnerships, Parks for People or Townscape Heritage) in 2018.
- They will still be funding landscapes, parks and historic town centres in 2018, accepting grant applications via the open programmes, including Our Heritage and Heritage Grants.
- They will fund Heritage Grants over £5million (major grants) in 2018, with decisions planned in April 2018 as usual (based on applications already submitted).
- They will not fund new 'major grants' (Heritage Grants over £5million) in 2019, so there will be no application deadline in 2018.
- During the final quarter of the financial year - January to March 2019 - they will only be making Round Two awards; and Round One grants of up to £100,000. This will give time to prepare applications under the new Strategic Funding Framework arrangements.

The Heritage Lottery Fund is also planning new strategic funding to support innovation and new ways of working. They expect these initiatives to include a strong focus on urban parks and landscapes, with further details to follow in the Spring.

Applications under the new Framework will be open from January 2019.

As well as reducing the complexity of the funding offer, this transition period will allow them to manage a lower budget that they anticipate being in the region of £190million, considering reduced National Lottery income and the need to align grant commitments with reserves. With continued strong demand for funding, they will be looking for best quality and applicants should expect competition for grants at every stage of the grant application process. They are optimistic that Camelot's recent strategic review that includes many far-reaching proposals – will ensure the National Lottery is in good health for many years to come.

Despite financial pressures, the Heritage Lottery Fund still wants to support a broad range of heritage across the whole of the United Kingdom. To help achieve this, they intend to increase the proportion of the budget that goes to smaller grants that are awarded by locally based teams and committees. They envisage that around 80% of their awards will continue to be decided locally.

While National Lottery income is lower, they have developed a balance that they consider protects their existing investment as well as providing the opportunity for fresh investment to come on stream in the next few years.

The Heritage Lottery Fund is planning their strategic funding framework for National Lottery funding for 2019-2024. Last year they started by talking to National Lottery players. Through a series of workshops across the United Kingdom they looked at what the participants valued as heritage, how heritage projects might improve their communities, and what their priorities would be for how Heritage Lottery Fund funds projects.

This year they have had conversations and workshop sessions with a range of stakeholders - people from a range of sectors who work with heritage. They have been asking what people see as the main opportunities for heritage over the next few years and how the Heritage Lottery Fund can best support them to achieve their ambitions.

Workshops with these stakeholders also informed the Tailored Review, along with other Government reviews announced in the 2016 Culture White Paper: the museums review and the churches sustainability review.

These findings have helped them to frame their approach to consultation in 2018. They are now consulting on how they should use National Lottery Good Causes income for the period from 2019 to 2024 and what their priorities should be across the United Kingdom.

Context

The operating environment for United Kingdom heritage remains uncertain and volatile. With reduced public funding available, competition for Heritage Lottery Fund grants has grown. This coincides with a recent decline in National Lottery income, from historic high points in 2015 and 2016. The Heritage Lottery Fund is working with the National Lottery operator, Camelot, and other National Lottery Distributors to address the causes of this. The next Strategic Funding Framework is intended to enable them to respond flexibly to changes in their income. For the transitional year 2018/19 they will operate with a grant budget of about £190million. They will also take steps to manage competition and to keep to a minimum the work applicants need to do before knowing whether their application has a realistic prospect of success. Between 2019 and 2024 they will be making a huge investment in the United Kingdom's heritage – on current forecasts around £1billion over five years.

The Heritage Lottery Fund wishes to hear the views of stakeholders on what the priorities should be –for heritage and people.

The Heritage Lottery Fund's role now and in the future

Since 1994 when the National Heritage Memorial Fund was given responsibility for the United Kingdom-wide distribution of National Lottery income for the heritage good cause, the Heritage Lottery Fund has distributed over £7.6billion to over 40,000 projects.

In doing so over 23 years they have led change and innovation across the United Kingdom heritage sector through an inclusive and progressive approach to heritage and people. They have championed a democratic view of heritage as:

“What we value from the past and want to hand on to the future”

This allows people to define what they consider to be heritage and why and has nurtured community-driven approaches to local heritage and identity.

The Heritage Lottery Fund now holds a unique position as the largest dedicated funder of United Kingdom heritage. Through investment and influence they have a significant leadership role in the heritage world. Stakeholders in the recent Tailored Review discussions suggested that they should acknowledge this more proactively.

The Heritage Lottery Fund believes that there are many ways in which leadership is demonstrated, and there will always be many 'leaders' across the heritage world. The Heritage Lottery Fund will continue to champion a unified view of the full breadth of heritage –natural, built, tangible and intangible across the United Kingdom. During the next Strategic Funding Framework, they intend to provide strong thought leadership, enabling support and investment.

They intend to continue to advocate for the impact and benefits to society that heritage achieves, and aim to secure investment and support from others to strengthen this position through:

- Building strategic partnerships and collaborations.
- Attracting other public or private financial support for heritage.
- Supporting the capacity and resilience of the heritage sector as a whole.
- Sharing learning.
- Advocating for the value of heritage.
- Supporting organisations within and beyond the heritage world to come together, collaborate and network.
- Inspiring and promoting innovation helping people and communities to meet their aspirations

The Heritage Lottery Fund aims to move from being the largest dedicated grant-funder of the United Kingdom's heritage to the largest dedicated investor -deploying National Lottery income as grants, loans or other financial interventions where they will respond best to strategic needs and create most long-term value for society. They intend to continue to be a collaborative partner, developing strategic relationships at scale, for example in place-making. They intend to continue to champion innovation in business models, and build the capacity, skills and resilience of organisations working in heritage to enable them to diversify their income and attract new investment. Through their leadership, investment and support they aim to enable the heritage world to better measure and demonstrate its impact and value to society. They intend to continue to take an enabling and empowering role, providing the resources and investment through which others can achieve their ambitions for heritage and people.

The Heritage Lottery Fund would describe this development of their role as moving from distributing money raised by the National Lottery to make a lasting difference for heritage and people in the United Kingdom; towards inspiring, leading and resourcing the United Kingdom's heritage to create positive and lasting change for people and communities, now and in the future.

Strategic Priorities for Heritage and People and Measuring Impact

The Heritage Lottery Fund has developed a distinctive approach to making a 'lasting difference for heritage and people' across the United Kingdom. This overall vision and direction has been widely supported and endorsed by stakeholders and the public in many previous consultations. National Lottery players value the inclusive approach taken by the Heritage Lottery Fund and the fact that it doesn't define heritage and supports the full breadth of heritage across the United Kingdom. They have no plans to change this - but they would like to hear from stakeholders what the priorities should be for different types of heritage and in different parts of the United Kingdom.

Since 2002, the Heritage Lottery Fund has offered outreach support to groups in areas and communities who have benefited least from Heritage Lottery Funding. They intend to continue to prioritise for development support people who are under-represented in the funding so that they are given the help they need to develop applications. Since 2013 they have reduced the number of Local Authority areas that have received less than 25% of average per capita funding from 61 to 56, indicating some success in achieving a more even spread of funding. They have also supported a wide range of community groups to make successful applications. However, they intend to do more.

The Heritage Lottery Fund has a progressive agenda of broadening the range and depth of people's engagement with heritage. The current Strategic Framework has encouraged more people to volunteer, learn and develop skills. Guidance and mentoring have helped applicants to broaden audiences, make heritage more accessible and tackle a lack of workforce diversity. But there is still more to do to engage people who are under-represented in heritage, such as people from black, Asian or minority ethnic communities and disabled people. The Heritage Lottery Fund is committed to taking leadership to achieve higher levels of inclusion in heritage, which they consider is key to a flourishing more equitable society. They know it is a priority for Lottery players that everybody, regardless of age, disability, ethnicity, sexuality, class or income should have opportunities to get involved. Working in partnership with sectors outside heritage, such as youth organisations or disability or housing charities, is increasingly important in this context. They intend to set clear expectations that grantee organisations and the beneficiaries of the projects should reflect more closely the demographics of the population across the United Kingdom. They intend to support grantees to collect better data on who is – and who is not engaging with heritage.

In 2013, the Heritage Lottery Fund introduced an outcomes framework that forms part of their assessment and decision-making process, to help to make comparative judgements of projects, alongside a view of the applicant's business case, risk and value for money. This has worked well in supporting applicants to consider carefully the difference they want to make for heritage and people and in providing the basis for higher-quality project evaluations and evidence of impact. They intend to continue to require applicants to produce thorough proposals for evaluation and to budget realistically for this as part of their grant. For the next Strategic Funding Framework, they intend to make some changes to the current range of outcomes they expect their funding to achieve and intend to set some corporate objectives linked to those as the basis of measuring the overall impact of National Lottery investment in heritage.

The following are the outcomes they propose to cover in the new Strategic Funding Framework – these are intended to be used to prioritise funding and measure impact:

- Heritage will be in better condition.
- Heritage will be identified and better explained.
- People will have developed skills.
- People will have learnt about heritage.
- People will have greater well-being.
- A wider range of people will be involved in heritage.
- The funded organisation will be more resilient.
- The local area will be a better place to live, work or visit.
- The local economy will be boosted

Strategic Interventions and Partnerships

The Heritage Lottery Fund considers that the shifting policy and operating environment for the United Kingdom's heritage continues to present significant challenges, but also opportunities. They want to build on recent investments in resilience (Catalyst and Resilient Heritage), and place-making (the Great Place Scheme), and other interventions to maximise the wider impact and role of heritage in society. They want to see cultural and natural heritage at the centre of social and economic regeneration, and opportunities presented by developments in digital technology and new models of business and enterprise being seized.

The Heritage Lottery Fund considers that 'Place-making Heritage' shapes how people identify with the places they live, work and play in. Yet a role for heritage is frequently missing in conversations and plans for how places can develop into the future, as shown in the 2016 research Networked Heritage.

In the next Strategic Funding Framework, they are interested in developing new approaches to place-based funding that would offer an opportunity for communities of all kinds - from major urban centres to rural areas - to put heritage at the heart of their economic and social development, and to decide for themselves how to invest Heritage Lottery Funding to achieve their goals. The approach to place-based funding would cover all types of heritage, including those previously funded through programmes targeted at parks, townscapes, landscapes and places of worship and could include new areas of investment such as enabling the re-use of historic buildings for housing.

Launched in April 2013, Heritage Enterprise was a pioneering new funding programme designed to stimulate local economic growth by unlocking the commercial potential of unused heritage buildings and sites. Analysis of the schemes that Heritage Lottery Fund has already supported, allied with feedback from sector stakeholders, confirms that there is an appetite for the Heritage Lottery Fund to do more to support the regeneration potential of underutilised heritage assets.

The Heritage Lottery Fund could take a more commercial approach, encouraging projects more actively targeted towards the private sector. They might also consider whether projects could be funded through loans or a blend of loans and grants, depending on the planned end use of the building or site.

The programme could also be more closely focussed on heritage at risk and historic assets located in the most deprived areas where there is clear market failure and that demonstrate the potential for regeneration. Collaboration with Local Enterprise Partnerships, Historic England and the Department for Communities & Local Government, for example, could enable the Heritage Lottery Fund to achieve greater strategic impact with projects building on the Heritage Enterprise model. This might include projects that, for example, address the major challenge of industrial heritage at risk, or have the potential to address housing need.

Since 2012 the Heritage Lottery Fund has provided support to organisations working in heritage to rise to the challenges presented by reduced public funding. These have included capacity building programmes for income generation, governance and fundraising skills, early-stage funding to new organisations, transition funding for previous grant recipients to review business plans, governance and strategic direction, and interventions to build endowments and increase private giving to heritage. They are committed to helping organisations to adapt to the current uncertain financial and operating context. They want to support organisations to build resilience and entrepreneurial approaches, develop new sources of income, increase private fundraising, build business and financial management skills, and to be ready to respond to opportunities presented by new sources of finance and digital innovations. When investing in the resilience of organisations, they would continue to prioritise protecting past National Lottery investment in heritage.

The Heritage Lottery Fund sees opportunities to make National Lottery investment go further and building the capacity of the heritage sector by offering a proportion of funding as repayable grants, loans, or other types of social investment (an investment requiring both a social and financial return) where appropriate - for example where organisations can generate income from their Heritage Lottery Fund project or need working capital. They would continue to provide help and support in investment readiness to enable more organisations to gain the financial and other skills needed to use repayable finance. They could also use their investment to attract additional funding for heritage from others, for example, through an 'Impact Fund' model where Heritage Lottery Fund investment is augmented by funds from others, distributed as loans or equity investments. They intend to pilot some approaches to this soon.

The Heritage Lottery Fund considers that digital technology can help organisations to look after heritage and make it accessible to a wide range of people in many ways from digitising historic photographs and 3D laser scanning of buildings to online access to remote sites, collecting biodiversity data and crowd-sourcing community stories. It can also help heritage organisations to thrive through improving their management, marketing, fundraising, communications and public offer. They already encourage the use of digital technology in any way that helps a project to achieve its outcomes; but recognise that there is more that they could do to support in this area. The Tailored Review recommends that the Heritage Lottery Fund work strategically to support the sector to use digital technology effectively and to access funding for digital projects.

The Heritage Lottery Fund is looking at what can be done to support the sector to take up new opportunities for growth and learning internationally. More opportunities can be opened by broadening the United Kingdom heritage sector's international engagement and global reach. In 2017, together with the British Council, the Heritage Lottery Fund brought together heritage and tourism leaders and practitioners to discuss their potential role in supporting international engagement. They are interested in the role that they could play in supporting heritage organisations to promote themselves and the sector internationally, exchange knowledge and support tourism campaigns.

The Portfolio

The Heritage Lottery Fund is committed to improving the application processes and making it easier for people to apply for grants for all types of heritage. We want our next Strategic Funding Framework to be flexible to enable them to respond quickly to new areas of need and opportunity as they emerge.

The Heritage Lottery Fund intends to offer open funding opportunities for any type of heritage, with grants starting below £10,000, as well as:

- Strategic campaigns that may be United Kingdom-wide or locally based, and would be time limited, to attract applications for types of project currently missing from the portfolio.
- Partnership initiatives, including non-grant finance, on issues such as place-making.
- Innovation funds that could be small-scale partnership interventions to test ideas and drive progress in areas such as developing new business models.

This would be intended to reduce the number of separate grant programmes on offer, that would enable them to provide clearer routes to funding for applicants. They may set specific requirements for certain types of project where evaluations of previous strategic initiatives demonstrate clearly what works and produces the greatest impact. For example, they would expect future work-based skills training projects to be based on the learning from Skills for the Future.

Each year they would review the need for strategic campaigns and would advertise new funding opportunities in advance so that applicants could plan with confidence.

For funding up to £10,000 and from £10,000 up to £250,000 they plan to accept applications at any time, for any type of heritage project. These would be single-round applications (as now) with decisions made on an application in around eight weeks. They propose to increase the upper ceiling for single-round applications from the current £100,000 to £250,000 which would enable a wider range of projects to benefit from a quicker decision and simpler application and monitoring processes. For grants over £250,000 they would set out priorities for support following the consultation, for example, priorities for heritage and people. They would expect to accept applications around four times a year, as they do now.

They would introduce strategic campaigns that would be time-limited and could be delivered across the United Kingdom or within a single region or country. They would enable a shorter-term emphasis on specific opportunities such as encouraging more applications from certain groups or areas or running alongside events or anniversaries. They may be offered at any level of grant.

Strategic campaigns would be focused on needs or opportunities identified. They could be based on areas of heritage, or aspects of people's engagement with it (such as skills or well-being), or a beneficiary group (such as young people), or crosscutting needs (such as building resilience or digital capabilities across the sector). They would continue to make strategic interventions in partnership with others as opportunities arise, for example through solicitation of bids to meet strategic needs or programmes that would drive innovation and build capacity across the sector.

They encourage applicants to take steps to minimise the use of resources and to avoid negative impacts on the environment. As the need to adapt to climate change and promote environmental sustainability is now widely accepted, they will in future ask applicants to address climate change adaptation and environmental sustainability as an integral part of all projects and will consider the proposed sustainability measures as part of the project risk assessment and the business case, rather than as an outcome. They will also continue to build on the recent collaborative work with the Fit for the Future Network to support potential applicants and grantees to adopt effective environmental policies and deliver projects that have tangible positive environmental impacts.

Position in the Northwest

Nathan Lee, Head of the Northwest Region at the Heritage Lottery Fund identified five elements to developing strategic funding framework 2019-24:

- Strategic priorities for heritage & people & measuring impact
- Portfolio
- Improving customer experience
- Role of the Heritage Lottery Fund
- Interventions & partnerships

It is intended to build on data from the 2017 consultation, identifying opportunities to deliver successfully. There are challenges especially relevant to the Northwest.

The Heritage Lottery Fund wants to make a lasting difference for heritage and people. It has granted £7.6billion since 1994 to 41,000 projects. The Northwest accounts for about 10% of that - £800million over 4,257 projects to April 2017. The money has gone to historic buildings and monuments £3billion, museums libraries and archives £2.2billion and land & biodiversity. The money has gone to community & voluntary bodies (c30%), local authorities (c30%), churches (c30%), and other bodies (c10%).

The Strategic framework consultation included an early consultation in 2017, an online stakeholder consultation, quantitative public perceptions research, Regional / country events and Policy research.

Vision research has been carried out, covering: Breadth of funding; Alleviating social issues (using Heritage Lottery Funding to do this); Being proactive; Involving the public in decisions on funding; Awareness (there is a need to raise awareness that lottery players' money goes into good causes). The Heritage Lottery Fund wants to go beyond the efficient distribution of grants.

The Tailored review identified priorities for the National Lottery including: Investment; Simplification and streamlining; becoming more responsive to policy priorities in the four countries; driving innovation & investment. The government wants more open programmes rather than specifically focused ones.

The meeting then divided into smaller discussion groups that considered the following discussion points. Most of the participants appeared to be focused on the potential of their organisations to access funds in future.

Discussion Points

Priorities for Heritage

Issues raised included:

- What are the most important heritage needs in the United Kingdom and the Northwest?
- There needs to be a balance between preserving threatened built heritage and threatened social heritage. There was interest in capturing recent memories, especially of working class culture.
- Preservation of building should be linked with social history.
- Recent buildings and collections – especially those of the twentieth century - are undervalued.
- The Heritage Lottery Fund is more exciting than it first appears.

My view is that heritage is important in creating a sense of ‘place’ that is important in ‘well-being’ and economic development. The Heritage Action Zones, including Appleby and Nottingham, are based on this concept.

Priorities for People

Issues raised included:

- How can the Heritage Lottery Fund reach a wider range of applicants?
- How can the Heritage Lottery Fund support the sector to reach wider audiences?
- Local groups need more support.
- The Heritage Lottery Fund intends to get more groups involved.
- The Heritage Lottery Fund could use other organisations as local conduits (Heritage Lottery Fund champions) for local areas – that would be paid to do this.
- A development worker could be appointed to do informal networking, signposting and briefing.
- Things are currently labour intensive and based on ‘word of mouth’

I was surprised that no one mentioned the potential of using the Internet and social networking. When I raised this, it became apparent that the organisations represented in the group made very little use of the Internet or social networking. I would have thought that the scope for the Heritage Lottery Fund and heritage organisations generally to use the Internet and social media was considerable, especially in engaging with people in younger age groups.

Outcomes

Issues raised included:

- How can people experience greater ‘well-being’ because of heritage projects?
- The Heritage Lottery Fund now works to fourteen outcomes. It is intended to reduce their number and add one on ‘well-being’. This would refer to community ‘well-being’ rather than personal ‘well-being’
- The importance of a ‘sense of place’

This part of the discussion struck a chord with work that I have done with housing associations in 'shaping places'. Many housing associations have found that building new homes and improving homes to the 'decent homes standard' are only part of what is required to promote 'well-being' in a community and have therefore engaged with 'place shaping' – working with other agencies to promote 'well-being'. Similarly, heritage projects such as preserving historic buildings, archaeological investigations and heritage projects could also be activities that are part of broader initiatives involving partnership with other agencies.

Portfolio – Open Programme

Issues raised included:

- The benefits and challenges of the open programme proposals.
- Open programmes are open to everyone but are targeted – such as the township initiative; or semi-targeted such as 'young roots' for young people.
- Whether the upper limit should be increased from £100,000 to £150,000 or £250,000.
- The general direction of travel is towards simplification.

The Our Heritage open programme is for any type of project related to national, regional or local heritage in the United Kingdom. Organisations can apply at any time for a grant of more than £10,000 and up to £100,000, and the Heritage Lottery Fund assesses applications in eight weeks.

Strategic Campaigns

Issues raised included:

- What needs, or opportunities should be pursued?
- Overall, what would be a good balance?
- Anniversary events can be very good for generating interest.
- Looking at the history of economic migrants.
- Looking at the history of council estates.
- A lack of data about equal opportunities – the extent to which different groups access the Heritage Lottery Fund.
- The relationship between the Heritage Lottery Fund and schools is variable.

It appeared to me that there may be an opportunity to focus strategic campaigns on the history and heritage of places and groups that may consider themselves to be 'left behind' or 'excluded' thus helping to create a better sense of 'place' and 'well-being'.

Role of the Heritage Lottery Fund

Issues raised included:

- The Heritage Lottery Fund is moving from a grant provider to be an investor (providing loans rather than grants).
- Local authorities including Cumbria County Council and South Lakeland District Council are also moving from providing grants to providing loans.
- What are the opportunities for the Heritage Lottery Fund to take a stronger leadership role?
- The Heritage Lottery Fund has the largest grant fund in the United Kingdom.
- The scope to use the Heritage Lottery Fund to lever in funds from other sources.
- Whether the Heritage Lottery Fund should become a lobbying organisation.
- Work is to be done on business planning and heritage assets. The Heritage Lottery Fund already has an eighteen-page risk log.

Customer Experience

Issues raised included:

- How can the Heritage Lottery Fund manage competition for funds?
- Are application requirements proportionate?
- Socio-economic effects. It was felt that socio-economic groups AB were more engaged than socio-economic groups CDE.

Cross-Sector Policies

It was intended to discuss this aspect, but time ran out.

The Consultation

A copy of the consultation form can be downloaded from here: https://awics.co.uk/files/module_document_pdfs/hlf-final-english-versionf.pdf

There is also an online consultation at: <http://surveys.comres.co.uk/wix/2/p1862857042.aspx>
The deadline for responses is 22nd March 2018.

The Heritage Lottery Fund hopes to hear from a wide range of organisations across the United Kingdom. What they tell them will help them to set their priorities for National Lottery investment in heritage from 2019 to 2024.

The questionnaire covers a wide range of topics and policy areas related to National Lottery investment in the United Kingdom's heritage. There are two versions: a comprehensive one designed for organisations that have or may apply for Heritage Lottery Fund funding and a shorter one designed for members of the public with a more general interest.

The Heritage Lottery Fund will report back on the findings from these surveys and their next steps in developing the Strategic Funding Framework later in 2018. Where necessary, they will hold some further stages of consultation as they develop the details of new proposals. They will launch the Strategic Funding Framework in the autumn of 2018 and manage the transition to new funding programmes from then onwards, with first decisions in 2019.

The consultation has six sections and nineteen question areas as follows:

- The Heritage Lottery Fund's role now and in the future.
- Strategic priorities for heritage and people and measuring our impact.
- Strategic interventions and partnerships.
- Our portfolio.
- Improving the experience for customers.
- Final comments, review and submit.

Implications for Local History and Archaeological Societies

Local History and Archaeological Societies may wish to consider whether:

- They should respond to the Heritage Lottery Fund consultation, and if so, what they should say? Should they attempt to persuade the Heritage Lottery Fund to maintain or increase its funding for the sort of schemes that they would be interested in providing?
- Individual members should be encouraged to respond to the consultation and, if so, whether they should suggest how they should respond?
- They should take an approach to their work that would maximise their potential to receive Heritage Lottery Fund funding. For example, developing schemes that would address 'well-being' or that would require capital funding rather than a revenue grant.

Conclusions

At the Heritage Lottery Fund (Northwest) consultation meeting on their Strategic Funding Framework 2019-2024 there appeared to be consensus that heritage is important in creating a sense of 'place' that is important in 'well-being' and economic development. This was certainly the view that we took at Copeland Borough Council when I was Finance Director and then Strategic Director in the 1990s during which time we improved the historic harbour and town centre of Whitehaven and built the Beacon Heritage Centre.

The discussion on 'outcomes' struck a chord with work that I have done with housing associations in 'shaping places'. Many housing associations have found that building new homes and improving homes to the 'decent homes standard' are only part of what is required to promote 'well-being' in a community and have therefore engaged with 'place shaping' – working with other agencies to promote 'well-being'. Similarly, heritage projects such as preserving historic buildings, archaeological investigations and heritage projects could also be activities that are part of broader initiatives involving partnership with other agencies.

During the discussion on 'priorities for people' I was surprised that no one mentioned the potential of using the Internet and social networking. When I raised this, it became apparent that the organisations represented in the group made very little use of the Internet or social networking. I would have thought that the scope for the Heritage Lottery Fund and heritage organisations generally to use the Internet and social media was considerable, especially in engaging with people in younger age groups.

Adrian Waite
March 2018.

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