



# Heritage **DEBATE** 2024

## BALANCING THE BOOKS:

HOW SHOULD THE HERITAGE SECTOR BE FUNDED?

# Welcome to Heritage Debate



**Carole Souter CBE**

Chair, The Heritage Alliance

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# Share Your Experience: Audience Word Cloud

What is your  
organisation's main  
source of income?

Join at Menti.com  
use code **5259 3810**

# Introducing Our Panel



**Claudia Kenyatta**  
Director of Regions at  
Historic England



**Caroline Underwood OBE**  
CEO of the Philanthropy  
Company



**Alex and Oli Khalil-Martin**  
**'The Crooked Men'**  
Custodians of the Crooked  
House, Lavenham



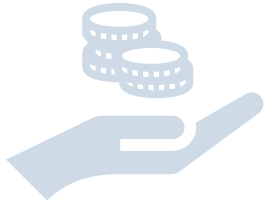


# Making the Case for Public Funding



**Claudia Kenyatta**  
Director of Regions at  
Historic England





## Making the Case for Philanthropic Giving



**Caroline Underwood OBE**  
CEO of the Philanthropy  
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# Making the Case for Private Income Generation



**Alex and Oli Khalil-Martin**  
**'The Crooked Men'**  
Custodians of the Crooked  
House, Lavenham



# Funding Insights from Across the Sector



## National Historic Ships UK Hannah Cunliffe, Director

*“National Historic Ships UK has received an annual grant from the Department for Culture, Media & Sport (DCMS) since 2006 which is essential in underpinning our management of the National Registers, core staff and office costs.*

*...As a government-funded organisation, we have found some public funders will not support us on anything deemed a ‘core’ activity, even if we have insufficient resources to deliver the activity within our grant-aided budget. We are struggling to maintain staff salary levels in line with our parent body and the rest of the public sector. As a result, we are looking at creative ways to grow our income streams and build capacity.*

*...Funding is one of the key priorities in our 2024-2028 Forward Plan following an at risk assessment which flagged 12% of vessels in the National Historic Fleet at risk, with a further 20% requiring active monitoring. We are also exploring options to facilitate increased self-promotion and marketing across the sector in a joined-up way, to bring greater recognition for maritime heritage and its contribution to tourism and society.”*

# Funding Insights from Across the Sector



## Tyne and Wear Buildings Preservation Trust

### Martin Hulse, Trustee

*“Tyne & Wear Building Preservation Trust (TWBPT) operates a mixed mode of funding. The core of the Trust is supported via rental activity, return on investments and business development funding. Projects are then supported by grants and some investment from the Trust’s reserves.*

*...The funding arena has been complicated over the past few years with changes to the route of funding via regional organisations. There is a well-recognised gap between stages of project delivery where one grant stops as you wait for the approvals of further work. This needs to be bridged with separate funding.*

*...Building Preservation Trusts (BPTs)/Heritage Development Trusts (HDTs) are fragile organisms that need support with core funds to maintain a steady delivery programme. These organisations will never be 100% self-supporting, even the most successful need help. However, the outcomes from their work can be extraordinary and diverse.”*

# Funding Insights from Across the Sector



## Institute of Conservation (ICON)

**Emma Jhita, CEO**

*“The key to successful funding for Icon has been both ensuring a diverse range of income streams and avoiding smaller funding pots tied to challenging outputs to record or reporting requirements.*

*...Some of the challenges Icon has faced have related to opportunities for investment in research and development activity. As a professional membership body, Icon’s core work is concerned with supporting its members. However, in order to share the value of conservation more widely, celebrate the work of conservators, and ensure future generations are able to access heritage via conservation, it is important that the organisation can secure funding to deliver more public-facing engagement programmes and awareness campaigns.*

*... The majority of heritage organisations exist on small and finely balanced budgets. Staff and volunteer time is a finite resource and anything funders can do to value it through their programmes will ensure expectations are more realistic and ultimately positive impact delivered is greater.”*



# Funding Insights from Across the Sector



## Somers Town Community Association

### Sarah Elie, Executive Director

*“Camden Council has been very good at funding community centres, through a succession of funds. They fund our core – what we call “keeping the lights on” – including providing for caretakers, cleaners and centre manager posts. We pay back in rent a proportion of the funding we receive. But to be really effective in delivering for the community, we also need to attract corporates who will pay a venue hire rate that reflects the convenience of our location.*

*As well as making money through commercial avenues, we need to provide for community use in what has traditionally been a deprived area. There is a heritage subgroup within the Neighbourhood Plan initiative looking at how major development in the area has the potential to impact the heritage that makes Somers Town what it is, including the built environment.*

*...We have been working closely with other local buildings (e.g. places of worship) to be more strategic in being able to offer the community warm spaces in winter and cool spaces in summer. We are also working with partners on issues like homelessness and community resilience - again using the historic built environment and other built assets to ensure our response is fit for purpose.”*

# Funding Insights from Across the Sector



**St John's Church, Doddington**

**Celia Gibb**

*"Seven years ago we were told that the condition of the windows in our church could soon lead to it being added to the At Risk register, so we began to look at raising funds.*

*Over the first year we were successful in attracting grants/pledges of up to £15,000 from several bodies, but it soon became apparent that to meet the gap between that total and the total cost of repair was impossible – some funders required 30-50% funding in place and would then provide a proportion of remaining funding. Only one would complete the funding – National Lottery Heritage Fund.*

*...Only one person (me!) in our small congregation had the capacity and energy to take this on – I have spent the last seven years continuously applying for grants – even now, when we have full funding for our project, we have been encouraged by NLHF to continue applying for more. This has taken over my life.*

*...New thinking is needed to give advice and make it easier to achieve the funding, leaving energy to run new initiatives and maintain newly-repaired buildings for future generations."*

# The Debate



**Claudia Kenyatta**  
Director of Regions at  
Historic England



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CEO of the Philanthropy  
Company



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**'The Crooked Men'**  
Custodians of the Crooked  
House, Lavenham



# Insights from ecclesiastical



**Laura Carter**

Customer Segment Director  
Ecclesiastical Insurance

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**Heritage Debate 2024**  
Balancing the Books:  
Adapting and advancing for the future

**Laura Carter**  
Customer Segment Director  
Ecclesiastical Insurance



## Key findings from our 2024 research\*

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“ The main concern amongst heritage organisations are **increasing costs** (84% vs. 81% in 2023)

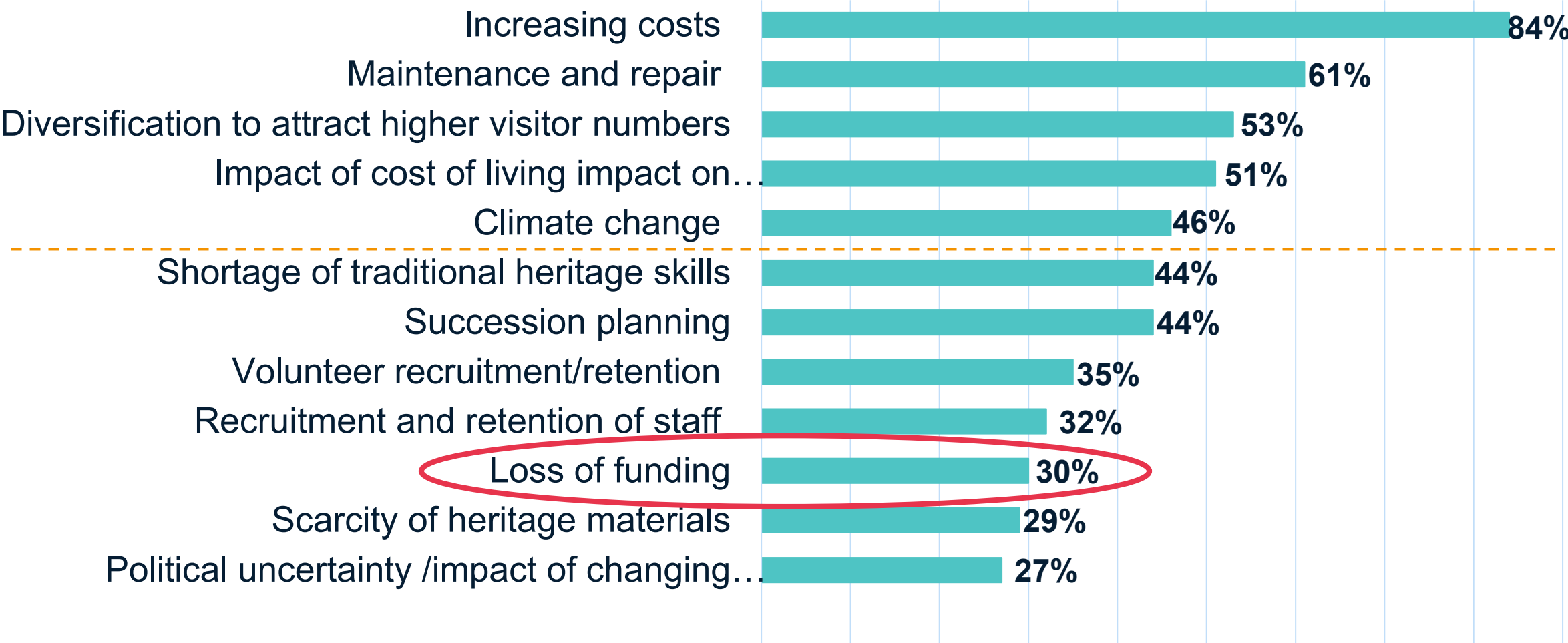
“ The next 2 highest concerns include **maintaining and repairing the building** (61% vs. 58% in 2023) and **diversification to attract higher visitor numbers** (53% vs. 44% in 2023)

“ The remainder in the top 5 concerns are **cost of living crisis on visitor numbers** (51% vs. 58% in 2023) and **climate change** (46% vs. 50% in 2023)

\*Research carried out between June to September 2024 with 100 Heritage organisations investigating the current trends and impacts associated with cost-of-living affecting the Heritage Sector  
Research carried out by FWD Consulting and the research was collected before the Autumn Budget 2024

# Things that are of most concern over the past 12 months

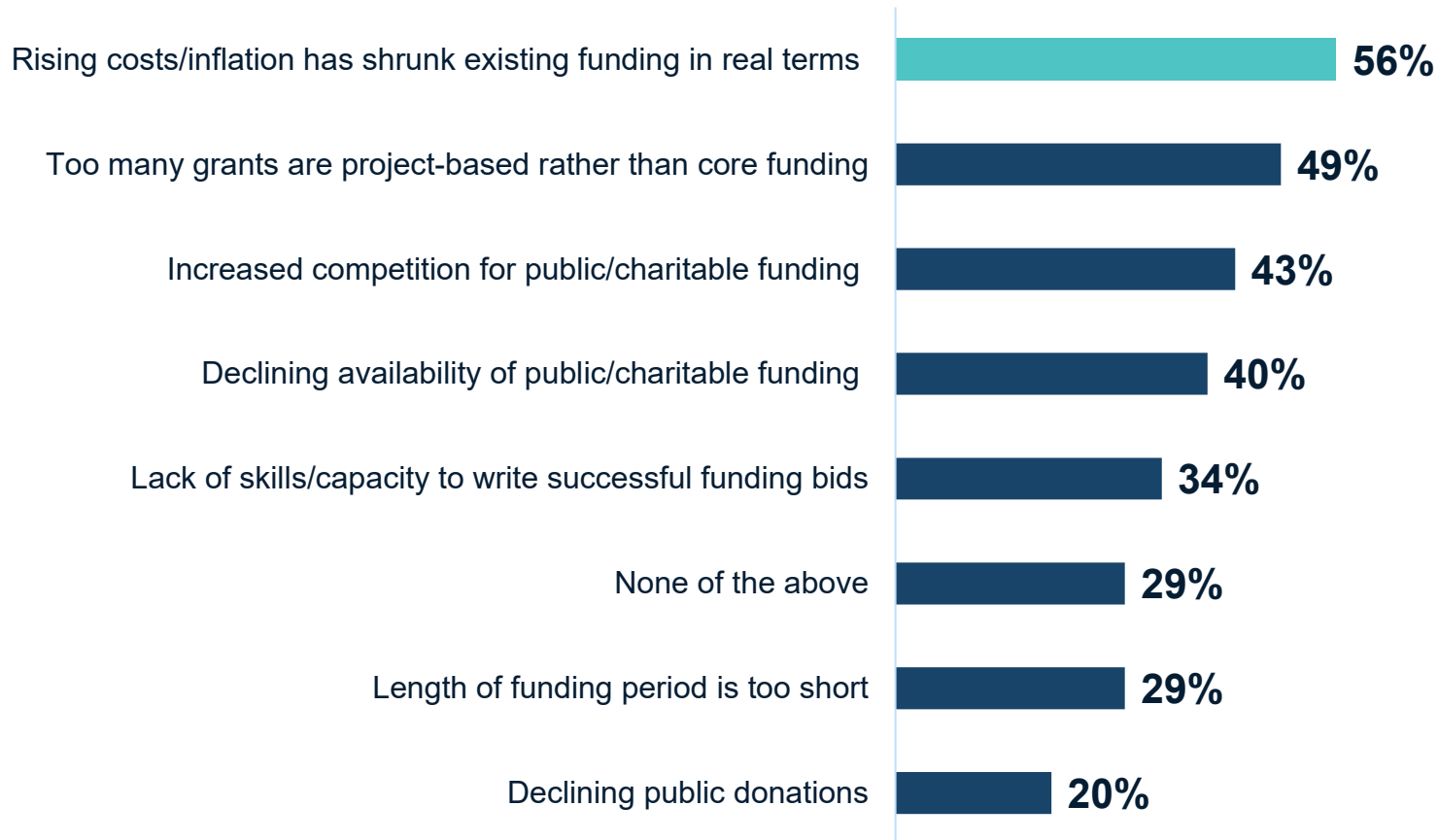
% Concerned





# Funding issues faced in 2024

If your organisation relies on funding, which of the following issues have you faced in the past year\*?



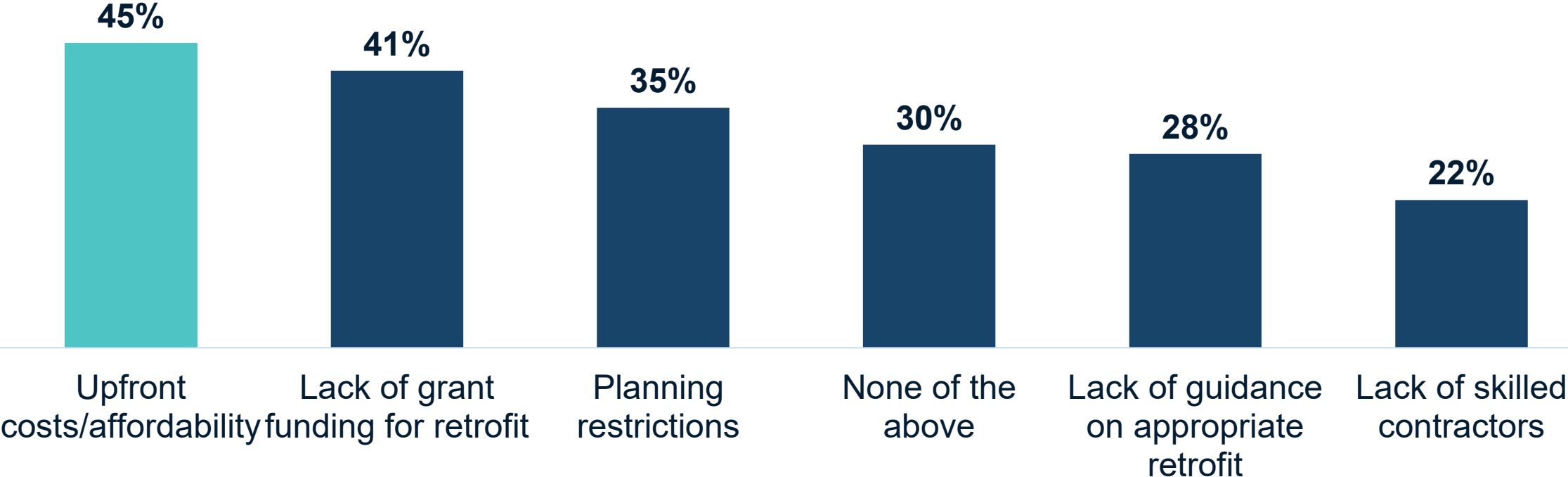
\*Sample - 86

*‘Over half (56%) of heritage organisations that rely heavily on funding, face rising costs or inflation shrinking existing funds in real terms’*

*‘Nearly half (49%) mention too many grants are project based rather than for core funding’*

# Sustainability - retrofit / energy efficiency works

If your organisation is undertaking retrofit/energy efficiency works, which, if any of the following barriers have you faced\*?



\*Sample - 74

# Available fundraising resources from the Benefact Group

Four steps for successful fundraising

1

2

3

4

Including webinars, report templates and articles

[BenefactGroup.com/fundraising-resources](https://BenefactGroup.com/fundraising-resources)

## Webinar Going digital



### Going digital

Many charities are keen to tap into digital opportunities both to raise money but also to maintain relationships with donors.



## Webinar Funding Applications: A Practical Guide



### Funding Applications: A Practical Guide

Expert insights on increasing your grant application success.

## Webinar Digital Fundraising Q&As



## Charity Support

Benefact Group's giving goes beyond financial donations – we offer a range of support and resources to help your charity. From raising funds and managing volunteers to measuring your impact, our support is here to help improve your organisation's sustainability and resilience.

Our range of online resources and webinars are free and easily accessible to all charities, with experts from across the sector providing advice on topics requested by you. Explore webinars, articles, reports and more below.

Webinars

Articles &  
Guides

Reports

Templates

Case Studies

Podcast

# Other areas of support



## GiveStar - free app

Turns a phone into a contactless donation device

[GiveStar.io](https://www.givestar.io)



## Building improvement grants from Benefact Trust

Churches can benefit from improving buildings grants from the Benefact Trust

[Which grant is for me | Benefact Trust](#)



## Our giving programmes

Closer to you  
Movement for Good

[MovementForGood.com/ecclesiastical](https://www.MovementForGood.com/ecclesiastical)

**12 days**  
of giving



**Draws take place between 5<sup>th</sup>-20<sup>th</sup> December 2024**





**Thank you**



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# Exploring Alternative Investment Models



**Stephen Anderson**  
Chair, Valley Heritage









# Stephen Anderson

- Chair of Valley Heritage
- Heritage Development Trust
- Started in 2015
- Based in Rossendale, Pennine Lancashire

## Making the case for Social Investment

**AHF** Transforming  
Heritage  
[www.ahfund.org.uk](http://www.ahfund.org.uk)

Buttress 

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HERITAGE

# What is it?

**Social investment is the use of repayable finance to help an organisation achieve a social purpose.**

**Charities and social enterprises can use repayable finance to help them increase their impact on society, for example by growing their business, providing working capital for contract delivery, or buying assets.**

(source: [www.goodfinance.org.uk](http://www.goodfinance.org.uk))







# What is it?

Two main forms:

Debt  
Equity

**M3**Project

Social Investment

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# Debt

## Loans

- Repayable
- Normally interest bearing
- Like commercially available loans

## However...

- Designed to support social purpose
- Means social investors are interested in more than commercial return
- Social investors consider different risk profiles to other funders

Social Investment

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# Equity

## Community Shares

- Withdrawable
- Non-transferrable
- Investor owns a 'share' of the organisation
- Return on investment

**Allows communities to directly invest in projects that matter to them**

Social Investment

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# Case Study:

## Alliance - Former Lancashire & Yorkshire Bank, Bacup

- £195k loan from Architectural Heritage Fund
- Supported acquisition
- Heritage Impact Fund – we report on social outcomes and outputs
- 5 year fixed term @ 5.6%
- 102% loan to value
- Secured against the property
- First major building block in a ‘cocktail’ of funding
- £900k project overall

Social Investment

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Social Investment







Micro to Mighty

VALLEY  
HERITAGE







Social Investment







**Design a gargoyle!**

Valley Heritage are replacing a damaged stone gargoyle on the outside of the former Lancashire and Yorkshire Bank. And we need your help!

We are looking for interesting, weird and wonderful ideas for a new gargoyle. The winning design will be carved in stone and installed in the building as part of the refurbishment. Gargoyles are carved stone faces of humans or animals. Below are some examples of other gargoyles around the building to give you inspiration. We'd thought we'd like the new gargoyle to express the new life the building will have when the work is completed. Or to think about how nature finds its way into the heart of Bacup from the countryside all around.

Please use the space below to design your gargoyle. The finished drawings can be emailed to [pat.smith@valleyheritage.org.uk](mailto:pat.smith@valleyheritage.org.uk) or posted through the letterbox at RED Hairdressers, 27 Market Street in Bacup (opposite the zebra crossing).

Deadline for responses is Friday 25th March 2022

AHF Transforming Heritage Historic England Heritage Fund VALLEY HERITAGE



Social Investment











# Key Points

- Social investments into projects clearly demonstrate support – helpful in securing other funding
- Reliant on trading income and viable business model – sustainability key to other funders
- Willingness of social investors to look at risk differently facilitates earlier investment than other funding sources
- Important tool in the sector's funding toolkit

Social Investment

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## Further Information

[www.goodfinance.org.uk](http://www.goodfinance.org.uk)

[www.heritagefundingdirectoryuk.org](http://www.heritagefundingdirectoryuk.org)

<https://www.uk.coop/support-your-co-op/community-shares>

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[www.ahfund.org.uk](http://www.ahfund.org.uk)

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Micro to Mighty

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HERITAGE

# Audience Q&A

Submit your questions using the Q&A function at the bottom of your screen.



# Closing Statements



**Claudia Kenyatta**

Director of Regions at  
Historic England



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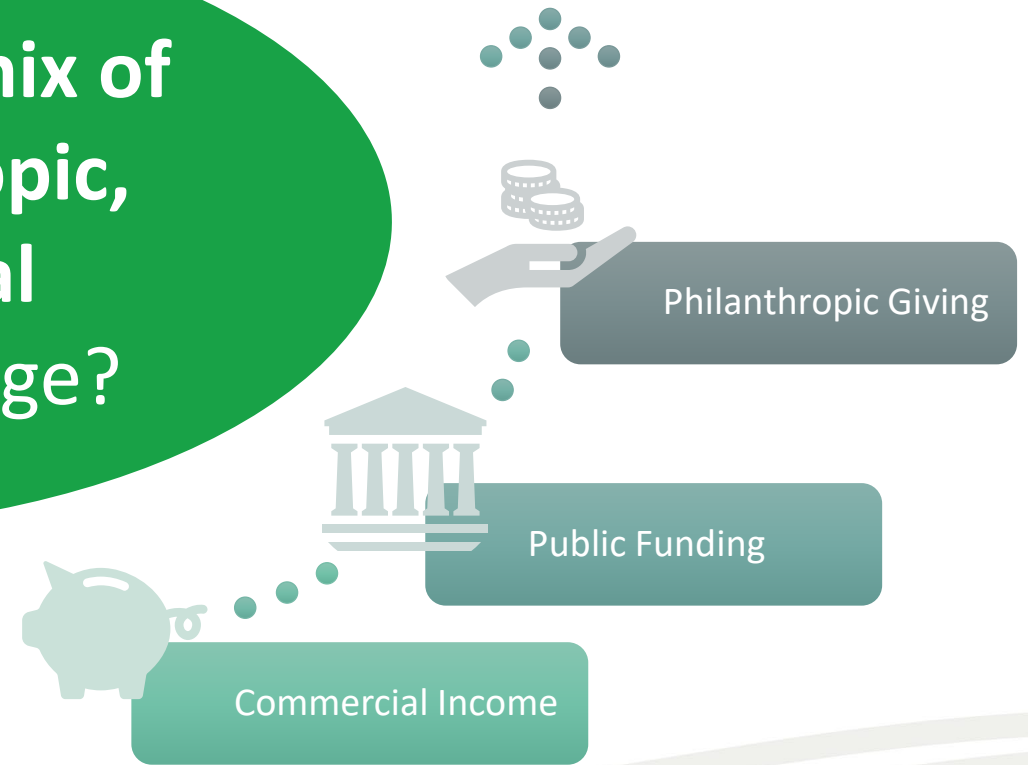
Custodians of the Crooked  
House, Lavenham



# Time to Vote...

Join at  
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use code  
**5259 3810**

What is the ideal mix of  
**public, philanthropic,  
and commercial**  
funding for heritage?



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# Final Reflections



**Carole Souter CBE**

Chair, The Heritage Alliance

# Audience Final Reflections

Share one action you will take  
as a result of what you have  
learned today...

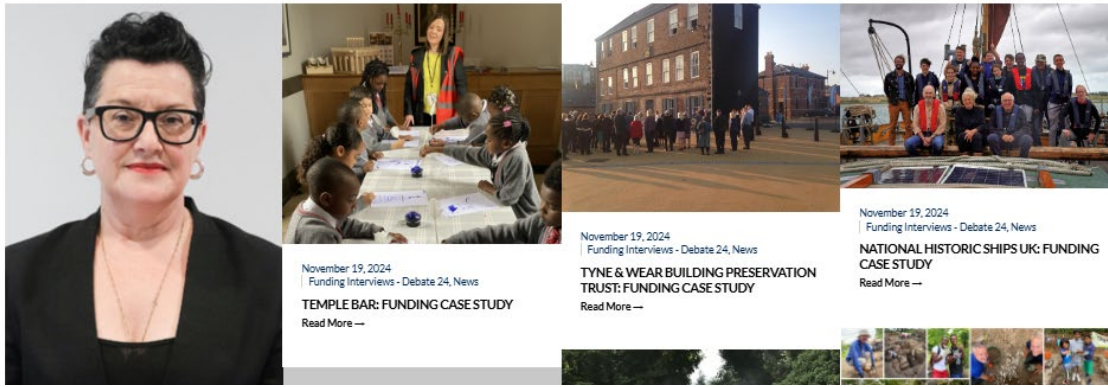


Join at Menti.com  
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# Visit our Event Page and Virtual Exhibition

## Funding Model Case Studies

As part of our digital programme, The Historic Environment Forum have worked in partnership with The Heritage Alliance to produce a series of case studies which share different models of funding heritage, as well as a diversity of views on the subject. From community ownership projects to national heritage assets, you can browse the case studies in the grid below:



Historic Religious Buildings Alliance  
*a group within the Heritage Alliance*





# Support The Heritage Alliance



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Support us with a donation





# Discover The Heritage Alliance

THU 28 NOVEMBER, 12.30PM

<https://bit.ly/DiscoverTHA>



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# Put Your Volunteers Centre Stage This Winter!

Open to  
**Heritage Alliance Members+**  
Deadline for Applications:  
**1 December 2024**



## Heritage Heroes 2024

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# Thank you and see you next year!

#HeritageDebate2024

## Let's hear your final reflections



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