

## **The Heritage Alliance**

### **Annual Report and Financial Statements Year Ended 31 March 2018**

Company registration number: 04577804

Charity registration number: 1094793

**PKF FRANCISCLARK**

Chartered accountants & business advisers



# The Heritage Alliance

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# The Heritage Alliance

## Reference and Administrative Details

<b>Trustees</b>	Dr L G Grossman (Chairman) Mr J H Cleary Ms M J Scott Dr I H Samuel Prof I W F Baxter Mr R J J Norton Ms S Fox Mr B J Cowell Mr B M Donoghue Ms J Wills (appointed 5 December 2017) Mr P Alers (appointed 8 February 2018) Mr R J Jeffery (resigned 2 October 2017) Mr P J Hinton (resigned 5 December 2017)
<b>Secretary</b>	Ms E Glithero-West
<b>Senior Management Team</b>	Ms E Glithero-West, Chief Executive Officer
<b>Principal Office</b>	5-11 Lavington Street London SE1 0NZ The charity is incorporated in England & Wales.
<b>Company Registration Number</b>	04577804
<b>Charity Registration Number</b>	1094793
<b>Solicitors</b>	Taylor Walton 28-44 Alma Street Luton Bedfordshire LU1 2PL
<b>Bankers</b>	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
<b>Independent Examiner</b>	Francis Clark LLP North Quay House Sutton Harbour Plymouth Devon PL4 0RA

# The Heritage Alliance

## Trustees' Report

The Trustees submit their report and the unaudited financial statements for the year ended 31 March 2018. The accounts have been drawn up in accordance with the appropriate statutory regulations, the company's governing document and Statement of Recommended Practice - Accounting and reporting by Charities (issued March 2005) ('SORP'), UK Accounting Standards and the Charities Act 2011.

### 2. Structure, Governance and Management

Heritage Link was incorporated on 30 October 2002 under the Companies Act 1985. The company is limited by guarantee and does not have any share capital. Every Member undertakes to contribute such an amount as may be required not exceeding £1 to the charity's assets should it be wound up.

The name-change from Heritage Link to The Heritage Alliance registered by Companies House on 19 February 2010, was confirmed by the Charity Commission on 1 April 2010.

The governing document is the Memorandum and Articles of Association and the Trustees of the charity are the directors for the purposes of company law. A revised Articles of Association was adopted by Special Resolution dated 30 June 2015.

The Heritage Alliance is a registered charity and company registered in England and Wales. It operates within guidelines approved by the Charity Commission, whereby the Trustees are the decision-making body but they seek approval for major strategic decisions by members at the Annual General Meeting ("AGM"). Authority to conduct The Heritage Alliance's day-to-day activities is delegated to the Chief Executive Officer, who is responsible for ensuring that the agreed strategy and policies are carried out.

Charities and not-for-profit heritage organisations are entitled to subscribe as full members of The Heritage Alliance, which is an umbrella body specifically set up to co-ordinate sector initiatives.

The Chairman is appointed by the Board. Trustees are elected by registered members of The Heritage Alliance at the AGM or co-opted during the year by the Trustees at a Board meeting subject to ratification by members at the next AGM.

One Trustee stepped down during their term of office, Roland Jeffrey. Jan Wills was elected at the AGM in December 2017. Peter Aiers was co-opted in February 2018 and his position will be put to members for ratification at the next AGM.

The revised Articles of Association brought the maximum term of office for the Chairman into line with that of the other Trustees (serving a maximum of 3 terms of three years). Ian Baxter was re-elected for a further term as a Trustee at the AGM.

At 31 March 2018, the Trustees, who are also directors, were as follows:

Prof Ian Baxter, Jan Wills, Henry Cleary, Peter Aiers (co-opted), Dr Ben Cowell (Deputy Chairman), Richard Norton (Hon Treasurer), Bernard Donoghue, Dr Ingrid Samuel, Selina Fox, Marilyn Scott, Dr Loyd Grossman (Chairman)

The Board met in April, July, October 2017 and January 2018.

# The Heritage Alliance

## Trustees' Report

### 3. Objects and activities

The objects of the charity as set out in the Memorandum and Articles of Association are:

a) For the benefit of the public:

i. To improve the efficient and effective fulfilment by heritage charities (as defined in the Articles of Association) of their objects; and

ii. To promote the efficient application of resources for charitable purposes by non-charitable institutions and organisations especially those established for purposes concerned with the protection, preservation, improvement, enhancement and/or revitalisation of the historic environment (as defined in the Articles of Association);

b) The advancement of education of the public:

i. In relation to historical and/or architectural significance of buildings and/or sites; and

ii. By promoting and encouraging public access to, study and appreciation of, the historic environment.

The Trustees of The Heritage Alliance confirm that the purposes of the organisation are recognised as Charitable pursuant to the Charities Act 2011 and have considered the Charity Commission's guidance on public benefit in planning the charity's activities. The Trustees believe that there are clear and identifiable public benefits arising from the pursuit of The Heritage Alliance's aims and objectives, and that these benefits are freely available to the general public without restriction.

### 4. Achievements and Performance 2017-18

Our aims are to shape policy, demonstrate value, build skills and share best practice, and create a strong sustainable organisation. Top achievements this year include:

- Demonstrating the value of heritage to a new government and deepening our relationship with policy-makers and other sectors;
- Growing our membership to 125 organisations, with 114 core members and additional affiliates and individual members also joining us; Continuing the delivery of the popular fortnightly e-bulletin Heritage Update;
- Delivering to completion the major capacity-building programme Giving to Heritage which already generated over £3.15m for the sector. It has been showcased by IOF and DCMS as an example of good partnership working and a project that works;
- Launching our 2017 manifesto with a positive response from members, the sector, officials and Ministers, which resulted in a series of meetings with Ministers, MPs and advisers and progress in a number of areas;
- Delivery of a successful Heritage Day providing the platform for a Ministerial launch of the Government's Heritage Statement;
- Playing a significant role in the development of the Government's Heritage Council and receiving a seat on the Council;
- Delivery of a well-received International report covering the work of our members beyond England and making several recommendations for policy-makers and the sector;
- CEO delivery of several significant speeches both in England and internationally, and Heritage Alliance participation in wide range of policy fora;

# The Heritage Alliance

## Trustees' Report

- Our heritage debate was held on 2nd October with an expert line up exploring the connections between heritage and health from academic, practitioner and health perspectives. The debate trended on twitter and the topic was so well received that a follow-up report is in production;
- Our office move was a success and generated some small savings;
- Continued substantial service to the sector of coordinated responses and summaries of Government initiatives, including over double the number of responses to Government and Parliament consultations and calls for evidence compared to last year;
- Production of a substantial body of work on the implications of Brexit for the heritage sector;
- Significant increase in social media presence;
- A successful second year of the Heritage 2020 project *Supporting Collaboration In the Historic Environment Sector in England 2016-2019*.

### 4.1 Shaping Policy

The Heritage Alliance is the largest coalition of independent organisations in the heritage sector. We are uniquely placed to coordinate sector views, draw on members' knowledge and help policy makers realise the potential of heritage, reflected in our seat on the Heritage Council. The Alliance engages in thought leadership and briefs opinion-formers in the Westminster Government and beyond on the value of heritage and the contribution the independent heritage organisations make to contemporary society. The Chairman and Chief Executive continue to take a leading role in promoting this message with senior figures in government, the heritage sector and business community and in a range of presentations. Over 93% of members responding to our policy priorities consultation rated our advocacy work as of high importance to them, highlighting it as the most important area of our work overall to the majority for respondents.

The Alliance's new Manifesto, launched in Spring 2017, became the main statement of our policy positions during this period.

The Alliance also responded to a range of calls for evidence and consultations on behalf of its members (over double the number handled by the Alliance last year) and produced briefing documents for their information including:

#### Consultation Responses:

- Heritage Lottery Fund Consultation 2018;
- Assessment of DCMS Sectors Economic Estimates;
- Improving the use of planning conditions - Consultation on draft regulations;
- Conservation Principles for the Sustainable Management of the Historic Environment - consultation draft;
- Environmental Audit Committee 25-Year Environment Plan - written submission;
- Brexit: movement of people in the fields of sport and culture inquiry;
- Social impact of participation in culture and sport - written submission;
- Banning UK sales of Ivory (we also met with the DEFRA Minister to discuss this);
- Improving the home buying and selling process: call for evidence;
- Accessibility action plan consultation;
- Planning for the right homes in the right places: consultation proposal;
- 2018-19 Local Government Finance Settlement Technical Consultation;

## The Heritage Alliance

### Trustees' Report

- The Raynsford Review of Planning;
- Call for evidence and briefing note: EEA-workers in the UK labour market;
- Fixing our broken housing market;
- Full Time Social Action Review call for evidence;
- A new aviation strategy for the UK: call for evidence;
- #CultureIsDigital – have your say;
- Proposed changes to DCMS Statistical Publications;
- OTS review of Value Added Tax;
- Running free: consultation on preserving the free use of public parks;
- Heathrow expansion: draft Airports National Policy Statement;
- General Data Protection Regulation: Call for Views;
- Consultation on the Code of Fundraising Practice;
- Building our Industrial Strategy.

#### Briefings:

- The Heritage Manifesto 2017;
- Heritage Alliance Updated Brexit Briefing;
- Rural Heritage Under Threat;
- Queen's Speech Summary 2017;
- Autumn Budget 2017 Summary;
- Immigration Briefing;
- International Report.

Through excellent relationships with policy and decision-makers, the expertise of our advocacy groups, relationships with the leaders of other related sectors, by sharing responses online, and promoting further consultation opportunities through the *Have your Say* section of the e-bulletin *Heritage Update*, the Alliance brings the extensive knowledge and expertise of its members into public policy making. This is further supported by representing members' interests at various Ministerial round-tables and the Heritage Council, in sectoral forums, through our coordination of evidence, and through correspondence and policy papers. Similarly, Historic Religious Buildings Alliance has worked with Departmental colleagues on the Listed Places of Worship Grant Scheme, on the English Churches Sustainability Review and with the Heritage Lottery Fund on the Listed Places of Worship Roof Repair Fund.

# The Heritage Alliance

## Trustees' Report

### 4.2 Demonstrating Value

The Alliance has become one of the most powerful voices in the country speaking up on the value of heritage. We do this through face to face engagement, papers and responses, our website, through social media, and through our e-news bulletin Heritage Update. We continue to seek new ways to communicate the power of heritage and its relevance to the issue of the day.

**Heritage Update** Over the past 15 years, the fortnightly Update has revolutionised the way the Alliance connects the heritage community, predominantly in the England and the UK but also globally, being read in at least 90 countries over the course of the year. Update provides a standard level of information that those working in the heritage sector are expected to know and keeps the sector informed of policy developments, consultations, job vacancies, events and training opportunities. Our policy review carried out in Spring and Summer 2017, alongside continuing positive feedback in 2018, demonstrates that this is an authoritative and highly-valued aspect of our work amongst our membership and beyond.

Generously sponsored by the Country Houses Foundation, Update has been published 22 times over the last year and reached its 366th issue on Friday 23 March 2018. 790 people subscribed over the course of the year, a slight decrease on 2016/17. Adding these subscribers to previous estimations of the forwarded circulation of Update by member bodies and others sees Update reaching around 16,000 inboxes. A more specialist monthly bulletin is also produced by Historic Religious Buildings Alliance, the group within the Alliance that brings together people working to ensure a secure future for historic religious buildings. At 31st March 2018, it had 1,496 direct recipients and is currently growing at around 150 per year.

The website is an essential tool for the sector. In addition to broader heritage material, it also links to the HRBA website, the separate Heritage Update Archive website, the Giving to Heritage Website and the recently updated Heritage Funding Directory. The Alliance has begun the process of examining how the website can be updated. The main Heritage Alliance website received around 20,000 more visits this year with 70,994 views from 1 April 2017 to 31 March 2018.

**Social media** activity continues to increase. The @heritage\_ngos account had 17.9k Twitter followers at year end. Our Facebook Page continues to grow with 419 followers. Our CEO also had just under 2,000 followers on her account at year end. From 1 April to 31 March 2018 our Tweets got 745.7k impressions. We also trended on Twitter at both our big heritage events. The LinkedIn business page for The Heritage Alliance has 167 members, increasing from 76 in April 2016. LinkedIn has grown to 181 followers as at 31 March.

The GTH twitter account also has around 1,300 followers, Heritage2020 has 375 and HRBA has also launched its own account and now has 313 followers. The Alliance has supported the growth online of #HeritageChat led by Heritage2020.

In line with its objective to generate new thinking and dialogue on heritage issues, the Alliance continued the popular series of **Heritage Debates** with the 2017 topic 'Is Heritage Good for your Health?' This was held in October at London's Waldorf Hilton Hotel and was generously sponsored by Ecclesiastical Insurance. The debate trended on Twitter and the topic was so well received that a follow-up report is in production.



## The Heritage Alliance

### Trustees' Report

Heritage Day, again generously sponsored by Ecclesiastical Insurance, was held on 5 December at The RSA. John Glen MP, DCMS Heritage Minister, addressed the gathering, launched the Government's Heritage Statement, and took planned questions. Also speaking were our Chairman, Ros Kerslake of the Heritage Lottery Fund, Deborah Lamb (launching Heritage Counts 2017), Faith Parish of Ecclesiastical Insurance, and Mike Hayworth on Heritage 2020. Our HEDx peer to peer presentations, trialled in 2016 as part of the AGM were so successful that these were opened up to a wider audience, and we held the Ecclesiastical Insurance Heritage Heroes Award. Heritage Day trended on Twitter with various people and organisations using #HeritageDay to get involved and celebrate heritage in the widest sense.

Outside its own membership, The Heritage Alliance works throughout the sector to achieve a greater degree of co-operation between Government and the independent heritage sector. The Alliance is represented by the Chairman, Chief Executive, staff and Advocacy Group Chairs and Members on a wide range of external forums from The Heritage Council and Heritage Counts Steering Group to DEFRA's programme Monitoring Committee for the Rural Development Programme for England. All these bring the independent heritage movement's experience and expertise into cross-cutting issues.

The Alliance acts as the secretariat for both the Historic Environment Forum and the collaborative framework Heritage 2020. It participates in sectoral forums such as the Joint Committee of National Amenity Societies and The Archaeology Forum and wider cultural groups such as What's Next? and the cross-sectoral Museums Group.

The Alliance's impact on the heritage sector is marked in this period by the new role it has on the Heritage Council, significant work with new Ministers in relation to our 2017 Manifesto, leadership of thinking on Brexit-related impacts, the success of Giving to Heritage and in managing the Heritage 2020 project *Supporting Collaboration in the Historic Environment Sector in England* from 2016-19.

The Heritage 2020 project is now well established and has completed its second full year report to Historic England. Its five working groups bring together 47 people from 37 organisations. The groups' five action plans were published at the start of the year and each group has met three times over the course of the year to deliver activity relating to the transfer of publicly owned heritage assets, the role of heritage in the economic health of high streets, Historic Environment sector Trailblazer Apprenticeships, increasing diversity in governance, strengthening links between the historic environment sector and the higher education sector, and working together to improve the sector's use of evidence of the positive contribution of heritage to society and the economy. In March, Heritage 2020 held its second foresight workshop on the theme 'What's over the digital horizon for heritage?' at which the Minister for the Arts, Heritage and Tourism, Michael Ellis MP, gave the opening address. The event aligned well to the DCMS 'Culture is Digital' project and provides a catalyst for the sector to work together, and with the wider cultural and tech sectors to maximise the opportunities to use digital technology for wider public benefit.

One of the Alliance's objectives is to integrate heritage into other policy areas and to develop strategic partnerships. In this period, we have worked closely with The Creative Industries Federation, the Tourism Alliance, the Charity Tax Group, various museums and construction organisations, the British Council, the Cultural Campaigning Network, What's Next? and the Institute of Fundraising. Memberships maintain a connectivity in adjacent sectors through the Charity Tax Group, the third sector umbrella bodies ACEVO and NCVO, and in Europe through our European counterpart, Europa Nostra. Our CEO is a co-chair of the recently re-launched ACEVO special Interest Group for Arts and Heritage.

# The Heritage Alliance

## Trustees' Report

### 4.3 Building Skills and Sharing Best Practice

The Alliance prioritises collaborative working in all it does. It is now by far the largest coalition of heritage interests in England with an ever-growing membership of over 125 organisations at year end. New members over the past year included the British Library, Culture&, Ironbridge International Institute for Cultural Heritage, London Parks and Gardens Trust, Newham New Deal Partnership, The University of Oxford, Royal Holloway (University of London), Scottish Confucius Institute for Business and Communication at Heriot-Watt University, Shakespeare Birthplace Trust, Stone Federation of Great Britain, The Corpus of Romanesque Sculpture in Britain and Ireland, The Environment Trust, United Kingdom Antarctic Heritage Trust, Weald and Downland Living Museum, World Heritage UK. New Affiliate Members included the Listed Property Owners' Club, Pixel Creative Technologies, Spires Heritage, Le Lays Architects, Jebens Design and ProtectIT Sp. We also welcomed a number of new individual members. Our wide and varied membership illustrates the range and vitality of the independent heritage movement.

The Alliance draws on its membership for their knowledge and opinion to influence legislation, policy and guidance. Members' shared interests are served by the five Advocacy Groups - Spatial Planning, Funding and Investment, Digital, Learning and Skills, Rural Heritage and a new Mobile Advocacy Group. These groups operate as the Alliance's primary advisory bodies on policy issues by preparing consultation responses as well as acting as information-sharing forums that bring in external stakeholders on more specialist issues. We also run a special interest tax group.

Our advocacy, sectoral liaison and information work, and our events programme are all geared to support the profile and capacity of our members, enabling them, and their own members to fulfil their own objectives more efficiently and effectively.

Our most significant project this year, Giving to Heritage, the largest of the nine Catalyst Umbrella Projects funded by HLF, reached its final period of full operation. We issued a joint press release with the IOF in the Autumn, which was picked up in the fundraising press. The press release highlighted the positive results evidenced in the Consilium Research evaluation report, including the figure of £3,135,880 directly generated by 43 organisations attending the GTH programme. It is being held up by IOF as an example of good partnership working and by DCMS in a recent charity summit of a project that works.

During this period, the Alliance and Architectural Heritage Fund (AHF) have worked on a new combined Heritage Funding Directory UK (sponsored by the Country Houses Foundation), which is now live and being managed by the AHF.

Historic Religious Buildings Alliance (HRBA) is an active group, operating within the Heritage Alliance for those seeking a secure future for historic religious buildings. It is run on entirely voluntary lines by Trevor Cooper (Chairman) and Becky Payne (Development Officer) with three further volunteers to work on the newsletter, membership and the website. Their free e-newsletter continues to be sponsored by Luke Hughes and Company, the specialist furniture designer. HRBA holds members' briefing meetings every quarter and ran a seventh training day in June, in Oxford, on *Managing significant works in places of worship*. These days are run in partnership with Purcell.

## The Heritage Alliance

### Trustees' Report

HRBA's annual Open Day, the Big Update, took place on the 31st December 2017. Over 100 people attended and the day started with a, much appreciated, appearance from John Glen MP, Heritage Minister, who in a short presentation expressed his support for church buildings as well as confirming that the LPWGS would continue to at least March 2020. He also announced a new Heritage Council, chaired by the Minister, to emphasise the value of the historic environment, build consensus and ensure greater coordination across Government Departments. There were seven other presentations including updates from the Church in Wales and the Church of Scotland. There was a fascinating talk on a group of Toxteth churches entitled *Controversy, Typhoid and the Motorway That Never Was*, reminding us that churches are very much about their context and throughout history are affected and reflect what is happening in their local communities. Perhaps most thought provoking was from Becky Clark, Director Cathedral and Church Buildings Division, Church of England, who gave a spirited talk entitled *Austerity, Atheists and Angst: What Future for Church Buildings* advancing the idea that in these difficult and strange times, the role of churches has never been so relevant.

HRBA has completed the updating and revising of the toolkit *Crossing the Threshold: a step by step guide to developing your place of worship for wider community use and managing successful building projects* in partnership with the Diocese of Hereford and the Church of England which was launched in November 2017. HRBA is also organising its 8th training day on *Planning and Managing Significant Building Projects in Places of Worship* run in partnership with Purcell UK which will take place in Cambridge in October 2018.

#### 4.4 Creating a Strong Sustainable Organisation

##### Human Resources

The Alliance continues to champion the enormous contribution heritage volunteers make to national life through our advocacy work and through the annual Heritage Alliance Heroes Awards. Within the Alliance, the Chairman, Trustees and Advocacy Group Chairmen generously contribute their expertise and time. HRBA in particular benefits from four volunteer officers. Our Heritage Day and Debates also benefit from voluntary events assistants.

As before, the core secretariat comprises three core posts: Chief Executive, Lizzie Gllithero-West at 0.8 FTE; Joe O'Donnell, our full time Policy and Communications Officer; and Howard Weinberg, our 0.4 FTE office manager.

Aside from core staff, the Giving to Heritage project, supported by the HLF, was managed by a part time (0.6 FTE) project Leader Jamie Kerstake-Sim until August 2017. We are also supporting the Heritage 2020 project with a part-time Consultant/project officer, Caroline Peach.

With the valuable support of project leaders and volunteers, for which we are very grateful, we can achieve much more than our slender staff resource would alone allow. We also continue to experiment with different ways of augmenting our workforce, for instance over the past year we have hosted 6 voluntary Interns.

##### IT Resources

We are installing new phone systems as part of our office move and work is ongoing on the updating and streamlining our current websites to reduce duplication of work;

# The Heritage Alliance

## Trustees' Report

### Financial resources

The Alliance endeavours to keep its financial costs to a minimum. We are very grateful to Historic England for funding a percentage of core costs under the National Capacity Building Grant programme. We have a three year National Capacity Building Grant agreed, which will support our operations to end March 2020.

The Alliance Trustees are extremely grateful to members, sponsors, donors and funders for their financial support in a difficult economic climate. Particular thanks go to our core sponsors Ecclesiastical Insurance Group (for Heritage Debates, Heritage Day and the Heritage Alliance Heroes Award), the Country Houses Foundation (for Heritage Update and the Heritage Funding Directory), Cifa for sponsorship of the Spatial Planning Advocacy Group, Confucius Institute at Heriot Watt for their sponsorship of our International Report, and Luke Hughes (for HRBA's e-bulletin). We are also grateful to The National Trust for their annual donation and our new Corporate Partners BWB for their legal support to The Alliance and our members.

The year-end accounts show that Historic England support to the Alliance is now 38% of core costs (75% in 2004), and that sponsorship and earned income form a far higher proportion of revenue, an achievement which responds to the Board's objective to reduce the Alliance's dependence on grant aid. We also have the continuation of our core Heritage 2020 income stream.

Project funds are kept separately in the charity's restricted funds. The main project during this year was Giving to Heritage under the Catalyst Umbrella programme supported by the Heritage Lottery Fund. This completed project has proceeded to plan financially and thus the final contingency held to cover risks has been released. We have retained a £10,000 long term liability on our balance sheet to support the GTH legacy for the next 5 years. We also have a significant provision in our short term liabilities to fund a new web site and support processes to deliver this legacy;

### 5. Financial Review

The Statement of Financial Activities on page 14 shows that gross income raised was £316,294 (£124,194 restricted and £192,100 unrestricted) and expenditure on unrestricted charitable activities was £200,442. Governance costs for the year were £1,422. After Project contributions to Overheads of £12,487, representing management charges to support the projects in restricted funds, the net surplus for the year on unrestricted funds was £4,145. (Last year the surplus was £33,499). The Alliance remains very mindful that its core operations ran at a deficit of £8,342 (last year's deficit £1,931) and that much work is still needed to improve the financial robustness of the Alliance in the longer term.

#### 5.1 Reserves Policy

Free reserves comprise the total reserves available to the charity less those whose uses are restricted to specific purposes. The charity's policy is to hold six months' worth of core costs as reserves being deemed sufficient to enable the Heritage Alliance to meet its charitable and operational commitments in the event of a significant shortfall in income or the occurrence of significant operational risk. At the balance sheet date, the free reserves totalled £117,931, 72% of the estimated core expenditure 2018-19 of £163,000. With changing levels of Grant over the next 3 years, and reduced project income, we have identified our reserves will fall to near the 50% limit by 2020/2021.

#### 5.2 Investments

Cash balances in excess of current operating requirements mainly represent the holding of free reserves, and are therefore invested solely within the Charities Aid Foundation Gold deposit account to ensure their availability at short notice and to minimise any risk of depletion of capital value.

# The Heritage Alliance

## Trustees' Report

### 6. Future Plans

Over the next five years, the Alliance aims to bring about its 2016-2020 vision by focussing efforts and resource in the following areas:

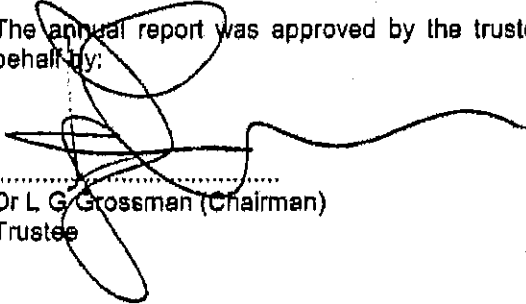
**Advocacy:** We will build relationships and use effective advocacy to persuade others, including public bodies at national and local level, to support the Alliance's specific policy objectives. Key to this will be the extensive knowledge and hands-on experience of our members. We set out future advocacy direction in our 2017 manifesto and other policy documents;

**Engagement:** We will promote the value of heritage to Government, Parliament, businesses, communities, other sectors and individuals, in order to increase awareness and support for our policy objectives. We will look for opportunities to shape future policy and bring benefits to the sector in new and creative ways;

**Capacity Building:** We will create networks, build knowledge, showcase new ideas, and identify and encourage innovation. We will aim to lead and support our members to achieve their full potential as heritage organisations;

**Resilience:** We will build a strong, relevant and future-ready model for the Heritage Alliance.

The annual report was approved by the trustees of the charity on 30/10/18 and signed on its behalf by:



.....  
Dr L G Crossman (Chairman)  
Trustee

## The Heritage Alliance

### Statement of Trustees' Responsibilities

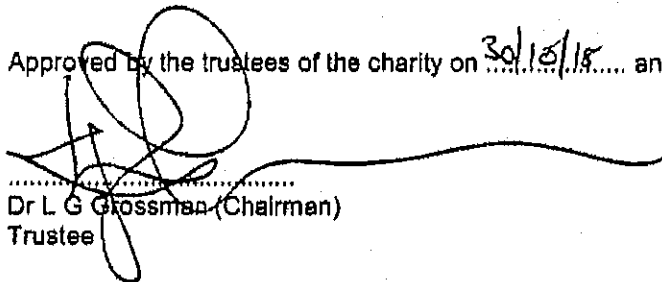
The trustees (who are also the directors of The Heritage Alliance for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the trustees of the charity on 30/10/15 and signed on its behalf by:

  
.....  
Dr L G Grossman (Chairman)  
Trustee

## The Heritage Alliance

### Independent Examiner's Report to the trustees of The Heritage Alliance

I report on the accounts of the group for the year ended 31 March 2018 which are set out on pages 14 to 30.

#### Responsibilities and basis of report

As the charity trustees of the Group (and also its directors for the purposes of company law) you are responsible for the preparation of the consolidated accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). Having satisfied myself that the accounts of the Group are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charities Commission under section 145(5) (b) of the 2011 Act.

#### Independent examiner's statement

Since the Group's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales ('ICAEW'), which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- (1) accounting records were not kept in respect of the Group as required by section 386 of the 2006 Act; or
- (2) the accounts do not accord with those records; or
- (3) the accounts do not comply with the applicable requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
- (4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Duncan Leslie  
the Institute of Chartered Accountants in England and Wales

North Quay House  
Sutton Harbour  
Plymouth  
Devon  
PL4 0RA

Date: 01/11/18

## The Heritage Alliance

### Consolidated Statement of Financial Activities

Year Ended 31 March 2018

(Including Consolidated Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2018 £
<b>Income and Endowments from:</b>				
Donations and legacies	3	361	1,185	1,546
Charitable activities	4	191,647	123,009	314,656
Investment income	5	92	-	92
Total Income		<u>192,100</u>	<u>124,194</u>	<u>316,294</u>
<b>Expenditure on:</b>				
Charitable activities	6	<u>(200,442)</u>	<u>(130,810)</u>	<u>(331,252)</u>
Total Expenditure		<u>(200,442)</u>	<u>(130,810)</u>	<u>(331,252)</u>
Net expenditure		(8,342)	(6,616)	(14,958)
Transfers between funds		<u>12,487</u>	<u>(12,487)</u>	-
Net movement in funds		4,145	(19,103)	(14,958)
<b>Reconciliation of funds</b>				
Total funds brought forward		<u>113,786</u>	<u>32,985</u>	<u>146,771</u>
Total funds carried forward	17	<u>117,931</u>	<u>13,882</u>	<u>131,813</u>



## The Heritage Alliance

### Consolidated Statement of Financial Activities

Year Ended 31 March 2018

(Including Consolidated Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

For comparative purposes

	Note	Unrestricted funds £	Restricted funds £	Total 2017 £
<b>Income and Endowments from:</b>				
Donations and legacies	3	8,876	562	9,438
Charitable activities	4	181,396	231,650	413,046
Investment income	5	207	-	207
<b>Total Income</b>		<b>190,479</b>	<b>232,212</b>	<b>422,691</b>
<b>Expenditure on:</b>				
Charitable activities	6	(192,410)	(180,949)	(373,359)
<b>Total Expenditure</b>		<b>(192,410)</b>	<b>(180,949)</b>	<b>(373,359)</b>
Net (expenditure)/income		(1,931)	51,263	49,332
Transfers between funds		35,430	(35,430)	-
Net movement in funds		33,499	15,833	49,332
<b>Reconciliation of funds</b>				
Total funds brought forward		80,287	17,152	97,439
Total funds carried forward	17	113,786	32,985	146,771

All of the group's activities derive from continuing operations during the above two periods.

# The Heritage Alliance

## Consolidated Balance Sheet

31 March 2018

	Note	2018 £	2017 £
<b>Current assets</b>			
Debtors	13	39,688	68,750
Cash at bank and in hand		<u>240,997</u>	<u>190,459</u>
		280,665	259,209
<b>Creditors: Amounts falling due within one year</b>	14	<u>(138,852)</u>	<u>(105,438)</u>
<b>Total assets less current liabilities</b>		141,813	153,771
<b>Creditors: Amounts falling due after more than one year</b>	15	<u>(10,000)</u>	<u>(7,000)</u>
<b>Net assets</b>		<u>131,813</u>	<u>146,771</u>
<b>Funds of the group:</b>			
<b>Restricted funds</b>		13,882	32,985
<b>Unrestricted income funds</b>			
Unrestricted funds		<u>117,931</u>	<u>113,786</u>
<b>Total funds</b>	17	<u>131,813</u>	<u>146,771</u>

The financial statements on pages 14 to 30 were approved by the trustees, and authorised for issue on 30/03/18 and signed on their behalf by:

  
.....  
Dr L G Grossman (Chairman)  
Trustee

Company Registration Number: 04577804

# The Heritage Alliance

## Balance Sheet

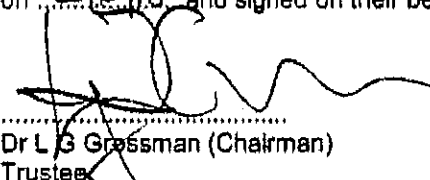
31 March 2018

	Note	2018 £	2017 £
<b>Fixed assets</b>			
Investments		1	1
<b>Current assets</b>			
Debtors	13	39,668	68,750
Cash at bank and in hand		<u>240,997</u>	<u>190,459</u>
		280,665	259,209
<b>Creditors: Amounts falling due within one year</b>	14	<u>(138,853)</u>	<u>(105,439)</u>
<b>Net current assets</b>		<u>141,812</u>	<u>153,770</u>
<b>Total assets less current liabilities</b>		141,813	153,771
<b>Creditors: Amounts falling due after more than one year</b>	15	<u>(10,000)</u>	<u>(7,000)</u>
<b>Net assets</b>		<u>131,813</u>	<u>146,771</u>
<b>Funds of the charity:</b>			
<b>Restricted funds</b>		13,882	32,985
<b>Unrestricted income funds</b>			
Unrestricted funds		<u>117,931</u>	<u>113,786</u>
<b>Total funds</b>	17	<u>131,813</u>	<u>146,771</u>

For the year ending 31 March 2017 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The financial statements on pages 14 to 30 were approved by the trustees, and authorised for issue on 30/12/18 and signed on their behalf by:

  
.....  
Dr L G Grossman (Chairman)  
Trustee

Company Registration Number: 04577804

# The Heritage Alliance

## Notes to the Financial Statements

Year Ended 31 March 2018

### 1 Charity status

The charity is a charity limited by guarantee and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

### 2 Accounting policies

#### Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

#### Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

#### Basis of preparation

The Heritage Alliance meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The Trustees consider that there are no material uncertainties about the Trust's ability to continue as a going concern.

#### Judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in this note, management is required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historically known factors and experience. Therefore management do not perceive there to be any critical areas of judgement or key sources of estimation uncertainty in the formulation of the financial statements.

Any estimates and underlying assumptions used by management such as depreciation rates are reviewed on an ongoing basis. Any revision deemed to be required to any accounting estimates would be recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

#### Income and endowments

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

## **The Heritage Alliance**

### **Notes to the Financial Statements**

**Year Ended 31 March 2018**

#### ***Deferred income***

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

#### ***Investment income***

Bank interest is accounted for on a receivable basis, as are government grants.

#### ***Charitable activities***

Subscriptions are based on a calendar year and are accounted for on a receivable basis. Therefore three quarters of the income received from these subscriptions has been deferred until the 2018/19 financial year.

#### **Expenditure**

All expenditure directly relating to the objectives of the charity is included in Charitable Activities. Support costs represent expenditure incurred in the management of the charity's activities. Expenditure which cannot be allocated directly is apportioned on the basis of staff time.

#### ***Charitable activities***

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

#### **Support costs**

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

#### **Governance costs**

Governance costs relate to the direct costs associated with the constitutional and statutory requirements of the Alliance and include the costs of the independent examination and other constitutional related costs.

#### **Taxation**

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

# The Heritage Alliance

## Notes to the Financial Statements

Year Ended 31 March 2018

### **Tangible fixed assets**

Individual fixed assets costing £1,000 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

### **Depreciation and amortisation**

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life.

### **Fixed asset investments**

At 31st March 2018, the charity owned all of the issued ordinary share capital, consisting of 1 ordinary shares of £1 each, of the Heritage Alliance Trading Limited, a company registered in the UK, whose purpose was the delivery of Discovering Places project and which has now become dormant.

### **Fund structure**

Unrestricted funds comprise the general funds of the charity. General funds are available for use at the Trustees' discretion in furtherance of the general objectives of the Charity and have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for particular purposes. The purpose of each restricted fund is set out in the notes to the financial statements.

### **Pensions and other post retirement obligations**

The Charity contributes to the personal pension arrangements for certain employees. Any cost of providing pensions for employees is charged to the Statement of Financial Activities in the year in which the contributions are paid.

### **Financial Instruments**

#### ***Classification***

The charity holds the following financial instruments:

- Short term trade and other debtors and creditors;
- Cash and bank balances.

All financial instruments are classified as basic.

#### ***Recognition and measurement***

The charity has chosen to apply the recognition and measurement principles in FRS102.

Financial instruments are recognised when the charity becomes party to the contractual provisions of the instrument and derecognised when in the case of assets, the contractual rights to cash flows from the assets expire or substantially all the risks and rewards of ownership are transferred to another party, or in the case of liabilities, when the charity's obligations are discharged, expire or are cancelled.

# The Heritage Alliance

## Notes to the Financial Statements

Year Ended 31 March 2018

### 3 Income from donations and legacies

	Unrestricted general funds £	Restricted funds £	Total 2018 £	Total 2017 £
Donations and legacies;				
Donations from individuals	361	1,185	1,546	9,438
	<u>361</u>	<u>1,185</u>	<u>1,546</u>	<u>9,438</u>

### 4 Income from charitable activities

	Unrestricted general funds £	Restricted funds £	Total 2018 £	Total 2017 £
Grants	60,473	118,679	179,152	269,538
Members' subscriptions	35,494	38	35,532	32,508
Affiliate membership	-	-	-	1,536
Income from Heritage 2020 support	57,171	-	57,171	58,720
Income from update bulletin	6,504	-	6,504	10,314
Sponsorship	25,500	1,083	26,583	33,415
Income from events	6,505	3,209	9,714	7,015
	<u>191,647</u>	<u>123,009</u>	<u>314,656</u>	<u>413,048</u>

### 5 Investment income

	Unrestricted general funds £	Total 2018 £	Total 2017 £
Other investment income	92	92	207
	<u>92</u>	<u>92</u>	<u>207</u>

# The Heritage Alliance

## Notes to the Financial Statements

Year Ended 31 March 2018

### 6 Expenditure on charitable activities

	Unrestricted general funds £	Restricted funds £	Total 2018 £	Total 2017 £
Salaries and national insurance	50,369	-	50,369	50,659
Project expenses	-	124,498	124,498	157,504
Project salaries and national insurance	-	6,312	6,312	23,445
Support costs	150,073	-	150,073	141,751
	<u>200,442</u>	<u>130,810</u>	<u>331,252</u>	<u>373,359</u>
	Activity undertaken directly £	Activity support costs £	Total 2018 £	Total 2017 £
Heritage projects	<u>181,179</u>	<u>150,073</u>	<u>331,252</u>	<u>373,359</u>

Included in the expenditure analysed above, there are also governance costs of £1,422 (2017 - £1,810) which relate directly to charitable activities. See note 7 for further details.



## The Heritage Alliance

### Notes to the Financial Statements

Year Ended 31 March 2018

#### 7. Analysis of governance and support costs

##### Charitable activities expenditure

	Unrestricted general funds £	Total 2018 £	Total 2017 £
Salaries and national insurance	43,615	43,615	36,149
Rent, rates and services	26,117	26,117	18,364
Professional fees	36,708	36,708	33,269
Printing, postage and stationery	2,118	2,118	5,851
Telephone	3,759	3,759	3,268
Travel and subsistence	3,332	3,332	2,549
Insurance	1,408	1,408	1,246
Other expenses	1,301	1,301	548
Subscriptions to external bodies	1,394	1,394	1,102
AGM, national and regional events	23,778	23,778	23,089
Computer expenses	5,090	5,090	14,506
Bank charges	31	31	-
Governance costs	1,422	1,422	1,810
	<u>150,073</u>	<u>150,073</u>	<u>141,751</u>

##### Governance costs

	Unrestricted general funds £	Total 2018 £	Total 2017 £
Independent examiner fees			
Examination of the financial statements	1,422	1,422	1,810
	<u>1,422</u>	<u>1,422</u>	<u>1,810</u>

The above includes the fee for the subsidiary company Heritage Alliance Trading Limited.

## The Heritage Alliance

### Notes to the Financial Statements

Year Ended 31 March 2018

#### 8 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the group during the year.

1 Trustee received reimbursements of travel and subsistence expenses amounting to £166 in the current year (2017 - 2 Trustees; £169). In the prior year 1 Trustee was also paid £2,925 to produce Update over a period of staff shortage.

#### 9 Staff costs

The aggregate payroll costs were as follows:

	2018 £	2017 £
<b>Staff costs during the year were:</b>		
Wages and salaries	87,087	96,746
Social security costs	7,949	8,979
Pension costs	5,280	4,529
	<u>100,296</u>	<u>110,254</u>

The monthly average number of persons (including senior management team) employed by the group during the year expressed as average headcount was as follows:

	2018 No	2017 No
Full and part time employees	<u>3</u>	<u>4</u>

3 (2017 - 3) of the above employees participated in the Defined Contribution Pension Schemes.

The key management personnel of the group are considered to be the Trustees and CEO. The total employee benefits paid to key management personnel during the year was £40,733 (2017 - £42,772).

No employee received emoluments of more than £60,000 during the year.

#### 10 Independent examiner's remuneration

	2018 £	2017 £
Examination of the financial statements	<u>1,422</u>	<u>1,810</u>

## The Heritage Alliance

### Notes to the Financial Statements

Year Ended 31 March 2018

#### 11 Taxation

The group is a registered charity and is therefore exempt from taxation.

#### 12 Fixed asset investments

##### Charity

	2018 £	2017 £
Shares in group undertakings and participating interests	<u>1</u>	<u>1</u>

##### Shares in group undertakings and participating interests

	Subsidiary undertakings £	Total £
<b>Cost</b>		
At 1 April 2017	<u>1</u>	<u>1</u>
At 31 March 2018	<u>1</u>	<u>1</u>
<b>Net book value</b>		
At 31 March 2018	<u>1</u>	<u>1</u>
At 31 March 2017	<u>1</u>	<u>1</u>

#### Details of undertakings

Details of the investments in which the charity holds 20% or more of the nominal value of any class of share capital are as follows:

Undertaking	Country of Incorporation	Holding	Proportion of voting rights and shares held	Principal activity
<b>Subsidiary undertakings</b>				
Heritage Alliance Trading Limited	England and Wales	Ordinary shares	100%	dormant company

The address of its registered office is: Clutha House, 10 Storeys Gate, London, SW1P 3AY.

## The Heritage Alliance

### Notes to the Financial Statements

Year Ended 31 March 2018

#### 13 Debtors

	2018	Group 2017	2018	Charity 2017
	£	£	£	£
Trade debtors	35,800	58,820	35,800	58,820
Prepayments	853	4,504	853	4,504
Other debtors	3,015	5,426	3,015	5,426
	<u>39,668</u>	<u>68,750</u>	<u>39,668</u>	<u>68,750</u>

#### 14 Creditors: amounts falling due within one year

	2018	Group 2017	2018	Charity 2017
	£	£	£	£
Bank overdrafts	1,846	-	1,846	-
Trade creditors	9,967	31,680	9,967	31,680
Other taxation and social security	1,917	2,050	1,917	2,050
Other creditors	6,750	4,092	6,751	4,093
Accruals	14,998	2,020	14,998	2,020
Deferred income	103,374	65,596	103,374	65,596
	<u>138,852</u>	<u>105,438</u>	<u>138,853</u>	<u>105,439</u>

#### Deferred Income

Group	2018 £
Deferred income at 1 April 2017	65,596
Resources deferred in the period	(79,840)
Amounts released from previous periods	<u>117,618</u>
Deferred income at 31 March 2018	<u>103,374</u>

Charity	2018 £
Deferred income at 1 April 2017	65,596
Resources deferred in the period	(79,840)
Amounts released from previous periods	<u>117,618</u>
Deferred income at 31 March 2018	<u>103,374</u>

## The Heritage Alliance

### Notes to the Financial Statements

Year Ended 31 March 2018

#### 15 Creditors: amounts falling due after one year

	2018	Group	2018	Charity
	£	2017	£	2017
		£		£
Other creditors	<u>10,000</u>	<u>7,000</u>	<u>10,000</u>	<u>7,000</u>

#### 16 Commitments

##### Group and Charity

##### Commitments under operating leases

The total amount contracted for but not provided in the financial statements was £12,375 (2017 - £3,300).

# The Heritage Alliance

## Notes to the Financial Statements

Year Ended 31 March 2018

### 17 Funds

#### Group and Charity

	Balance at 1 April 2017 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2018 £
<b>Unrestricted funds</b>					
<i>General</i>					
Charity and group	113,786	192,100	(200,442)	12,487	117,931
<b>Restricted funds</b>					
Heritage Funding Directory Project	4,405	2,500	(270)	(1,000)	5,635
HRB	24,664	5,478	(20,428)	(2,000)	7,714
Philanthropy	633	-	(100)	-	633
Giving to Heritage	3,283	116,216	(110,012)	(9,487)	-
<b>Total restricted funds</b>	<b>32,985</b>	<b>124,194</b>	<b>(130,810)</b>	<b>(12,487)</b>	<b>13,882</b>
<b>Total funds</b>	<b>146,771</b>	<b>316,294</b>	<b>(331,252)</b>	<b>-</b>	<b>131,813</b>

	Balance at 1 April 2016 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2017 £
<b>Unrestricted funds</b>					
<i>General</i>					
Charity and group	80,287	190,479	(192,410)	35,430	113,786
<b>Restricted funds</b>					
Heritage Funding Directory Project	4,876	2,500	(1,971)	(1,000)	4,405
HRB	7,359	23,960	(4,655)	(2,000)	24,664
Engaging Places	1,000	-	(1,000)	-	-
Philanthropy	733	-	(100)	-	633
Giving to Heritage	3,184	205,752	(173,223)	(32,430)	3,283
<b>Total restricted funds</b>	<b>17,152</b>	<b>232,212</b>	<b>(180,949)</b>	<b>(35,430)</b>	<b>32,985</b>
<b>Total funds</b>	<b>97,439</b>	<b>422,691</b>	<b>(373,359)</b>	<b>-</b>	<b>146,771</b>

## The Heritage Alliance

### Notes to the Financial Statements

#### Year Ended 31 March 2018

The specific purposes for which the funds are to be applied are as follows:

1. Heritage Funding Directory. The ongoing maintenance of this free online directory to heritage funds is supported by a generous grant of £2,500 p.a. from the Country Houses Foundation.
2. Historic Religious Buildings Group, formerly the Places of Worship group. This interfaith and cross denominational forum has functioned on an entirely voluntary basis since April 2011. Membership fees were introduced in 2013 to enable the Group to meet the costs of its annual meeting, office use charge and the volunteer Development Officer's travel expenses.
3. Engaging Places project: In March 2010, funds were transferred to the Alliance to support a series of four masterclasses to help members develop heritage assets as an educational resource. This project has now closed.
4. Philanthropy programme. The main project has now concluded and the remaining funds are being used to support general philanthropic work.
5. Giving to Heritage was a major 2.5 year project, led by The Heritage Alliance in partnership with the Institute of Fundraising and funded predominantly by the HLF and also supported by course fees. This was the final year in the delivery phase of the project which involved training/workshop programme to assist Heritage organisations to diversify their income streams.

Transfers represent apportionment of central support costs against each restricted project.

#### 18 Analysis of net assets between funds

Group	Unrestricted general funds £	Restricted funds £	Total funds £
Current assets	205,581	75,084	280,665
Current liabilities	(87,650)	(51,202)	(138,852)
Creditors over 1 year	-	(10,000)	(10,000)
Total net assets	<u>117,931</u>	<u>13,882</u>	<u>131,813</u>

## **The Heritage Alliance**

### **Notes to the Financial Statements**

**Year Ended 31 March 2018**

#### **19 Related party transactions**

##### **Group and Charity**

There were no related party transactions in the year.

#### **20 Control**

The ultimate controlling party is the Trustees.