

# **The Heritage Alliance**

(A company limited by guarantee)

## **Annual Report and Financial Statements Year Ended 31 March 2019**

Company registration number: 04577804

Charity registration number: 1094793

# The Heritage Alliance

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# The Heritage Alliance

## Reference and Administrative Details

|                               |   |
|-------------------------------|---|
| <b>Trustees</b>               | Mr P M Ainsworth (Chairman) (appointed 6 December 2018)<br>Mr J H Cleary<br>Dr I H Samuel<br>Prof I W F Baxter<br>Mr R J J Norton<br>Mr B J Cowell<br>Ms J Wills<br>Mr P Aiers<br>Dr A Whitelock (appointed 10 July 2018)<br>Mrs H A Jermy (appointed 6 December 2018)<br>Rear Admiral R A G Clare (appointed 6 December 2018)<br>Mr M B Sutton (appointed 13 February 2019)<br>Dr L G Grossman (Chairman) (resigned 6 December 2018)<br>Ms M J Scott (resigned 6 December 2018)<br>Mr B M Donoghue (resigned 6 December 2018)<br>Ms S Fox (resigned 6 December 2018) |
| <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<br>London<br>SE1 0NZ<br>The charity is incorporated in England & Wales.   |

# The Heritage Alliance

## Reference and Administrative Details

**Company Registration Number** 04577804

**Charity Registration Number** 1094793

**Solicitors** Taylor Walton  
28-44 Alma Street  
Luton  
Bedfordshire  
LU1 2PL

**Bankers** CAF Bank Limited  
25 Kings Hill Avenue  
Kings Hill  
West Malling  
Kent  
ME19 4JQ

**Independent Examiner** 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 2019. 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 6 December 2018.

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.

At the December AGM five trustees came to the end of their terms of office: Dr Loyd Grossman CBE our Chair for 9 years, Bernard Donoghue and Selina Fox who came to the end of two terms of office and Marilyn Scott who came to the end of one term. We are enormously grateful for the hard work and dedication of our outgoing Chair and trustees. Due to his role in appointing a new Chairman, and the need for continuity, we proposed an adjustment to the governance documents that would allow Dr Ben Cowell an extraordinary fourth term of up to two years as trustee. These adjustments were reflected in the revised Articles of Association. The revised Articles of Association also amended the language of 'Chairman' to 'Chair'.

This year Dr Ingrid Samuel and Professor Ian Baxter were re-elected for a second term of office and Peter Aiers and Dr Anna Whitelock, who had been co-opted earlier in the year, were elected by members. Alongside them, our Chair elect Peter Ainsworth was formally appointed as trustee (and therefore Chair for a first term of 3 years) and two further new trustees were elected to their first term of office, Heather Jermy and Rear Admiral Roy Clare CBE DL.

In February 2019 our Treasurer elect, was co-opted onto the Board and his position will be formally put to members at the 2019 AGM.

At 31 March 2019, the Trustees, who are also directors, were as follows:

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## Trustees' Report

Mr P Ainsworth (Chairman), Mr J H Cleary, Dr I H Samuel, Prof I W F Baxter, Mr R J J Norton (Hon Treasurer), Mr B J Cowell (Deputy Chairman), Ms J Wills, Dr A Whitelock, Mr P Aiers, Rear Admiral R Clare, Ms H Jermy, Mr C Sutton (co-opted as Treasurer Elect).

The Board met in April, July, October and February.

### **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 2018-19**

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 decision-makers and deepening our relationship with policy-makers and other sectors particularly through supporting the creation and operation of the new Heritage Council and our work on the impact of Brexit proposals on the sector;
- We are increasingly seen as a go-to organisation by Government to coordinate the views of the independent heritage sector, producing over 40 consultation responses and briefings this year and a substantial set of papers on the potential impacts of Brexit on the sector;
- Growing our membership to 132 organisations, with 123 core members and an additional 9 affiliates and further 14 individual members;
- Continuing the delivery of the popular fortnightly free e-bulletin Heritage Update and increasing our social media following;
- Delivery of a number of successful events including the Heritage Debate on Diversity, an International Conference, a Question and Answer session with the Shadow Minister, and a successful Heritage Day providing the platform for a Ministerial launch of the Government's Heritage Statement One Year On;

# The Heritage Alliance

## Trustees' Report

- We held a very successful launch of our first International Report at the Chelsea Physic Garden at which we launched the British Council and Heritage Alliance Travel Grant Scheme, which will enable smaller organisations to explore new partnerships beyond the UK – so crucial at present. Case studies will be captured to continue to build the picture and evidence base of the value of our sector in relation to the soft power agenda;
- Submission of a successful National Lottery Heritage Fund Resilience Bid which will benefit the Alliance from the 2019-2020 financial year;
- Successful recruitment of a new Chair and Treasurer for the Alliance, alongside new trustee appointments;
- Successful continuation of funding of the Heritage 2020 project at the mid-term review point.

- We have awarded a contract for a new website which is in development and also forms part of the legacy of Giving to Heritage. This new site will be clearer and more up to date and will contain a new members' area;

- The demand for the free resource The Heritage Funding Directory is still strong and continues to rise. The new website received 89,096 page views from 1 April 2018 to 31 March 2019, (which was 43% higher than the previous year), with 39,920 unique visits and average pages viewed per unique visit up 60% in the last year. We also know that this resource is used internationally, as some visitors had been directed from search engines from six countries outside Europe. Further updates and improvements to this site will be made in the next financial year;

- We re-launched our Digital, Learning and Skills Advocacy Group, which has already held three energetic and successful meetings. Our busy Rural Heritage Group, alongside Spatial Planning and Fisheries have done a substantial body of work around legislation associated with planning reform and Brexit, and have achieved material changes in legislation, policy outcomes and involvement in important discussions;;

- We began two cross-cutting projects on health and the creative industries. Members have been providing case studies and working with our sponsor Wessex Archaeology and volunteer expert Hannah Shimko respectively on these important projects.;

### 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. Over 93% of members responding to our policy priorities consultation in 2017 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. These positive messages were reinforced by our 2018 resilience survey.

The number of requests for assistance from Government continues to rise, particularly in relation to Brexit and the Heritage Council, and we continue to work very closely with DCMS and Historic England on a range of matters. Our CEO sits on the Heritage Council, the Cross-Government Cultural Protection working group and DEFRA's Agriculture Bill Tests and Trials groups. We have regular meetings with DCMS policy leads on a range of areas. Over the past year we have coordinated material and advised the DCMS on areas including Brexit impacts, no deal Brexit planning, the Budget, Soft Power strategy development, changes to the National Planning Policy Framework (NPPF), The Agriculture Bill, Fisheries Bill and Environment Bill, immigration, emissions, and worked closely with the department on the development and agendas of the Heritage Council.

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We have also built stronger ties and worked with policy leads at MHCLG on changes to the NPPF and other planning matters, with DEFRA on marine and fisheries, the 25 Year Plan follow-up, the Agriculture Bill and the future of ELMs and the Environment Bill. Our advocacy work, in collaboration with others has led to material changes in the NPPF, the Fisheries Bill and the Agriculture Bill. Emma Squire, DCMS Culture Director, noted at our international conference that The Alliance has influenced the direction of the Heritage Statement and Council and the Government's soft power strategy.

Much of the advocacy during the latter part of the year has been around Brexit, particularly immigration, materials and the future of the environment. Following a meeting with the Secretary of State for the Environment in the autumn, we have corresponded with DEFRA on the Environment Bill and published various papers on the Alliance's position.

The Alliance's Manifesto, launched in Spring 2017, is still the main statement of our overall policy position, though our substantial body of briefing papers this year, particularly on Brexit, have outlined evidence and recommendations in greater detail. Our new Fiscal and Funding Priorities statement 'Backing the Bedrock' will be published early in the next financial year. Our International Report published in Spring 2018 sets out detailed case studies and recommendations on the influential role heritage organisations already play in the area of internal collaboration and leadership.

The Alliance also responded to almost 40 calls for evidence and consultations on behalf of its members (again an increase on the number handled by the Alliance last year) and produced several briefing documents for their information including:

1. Consultation: Powers for dealing with unauthorised development and encampments;
2. Treasury Committee VAT inquiry: Heritage Alliance Response;
3. DEFRA consultation: Health & harmony – the future for food, farming, and the environment;
4. Draft revised National Planning Policy Framework consultation - Heritage Alliance response;
5. The 25-Year Environment Plan: Ensuring it works for both the historic and natural environments;
6. Arson and Criminal Damage Offences Guidelines Consultation response;
7. Solid wall insulation targets;
8. Arson Sentencing 5th July 2018;
9. Charity Commission Review of Charitable Tax Relief: Heritage Alliance Response, 6th July 2018;
10. Loneliness Strategy Response, 19th July 2018;
11. Ageing Society Grand Challenge Response, 19th July 2018;
12. Marine Conservation Zones Consultation, 20th July 2018;
13. Heritage Lottery Fund Policy Direction Consultations, 10th August 2018;
14. Charity Tax Commission Call for Evidence, 10th August 2018;
15. NPPF Red-line exercise, August 2018;
16. Call for Evidence: Brake, Tyre and Road Surface Wear, 15th August 2018;
17. Defra Wood and Coal Consultation, 20th August 2018;
18. Call for Evidence: Report to Parliament about Inshore Fisheries and Conservation Authorities' (IFCAs) conduct and operation, 24th August 2018;
19. Response to Government Civil Society Strategy; 4th September 2018;



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20. Society Lotteries Consultation, 7th September 2018;
21. Heritage in the Marine Environment and response to the Fisheries White Paper 11th September 2018;
22. Planning Appeal Inquiries Review – call for evidence questionnaire, 18th September 2018;
23. Response to Michael Ellis's 10 Questions on Soft Power, 10th October 2018;
24. Briefing on the Brexit White Paper and MAC Recommendations published, October 2018;
25. A Summary of the Budget;
26. Response to the Business, Energy and Industrial Strategy Committee inquiry on energy efficiency;
27. Briefing on the Immigration White Paper;
28. MHCLG consultation: Planning reform: supporting the high street and increasing the delivery of new homes;
29. MAC Review of the Shortage Occupation List;
30. Landscapes Review Call for Evidence;
31. Response to the House of Commons Public Bill Committee: Fisheries Bill;
32. Environment, Food and Rural Affairs Committee's Scrutiny of the Fisheries Bill Inquiry;
33. MHCLG consultation: Planning Reform: Supporting the High Street and Increasing the Delivery of New Homes, [January 2019];
34. Scrutiny of the draft Environment (Principles and Governance) Bill inquiry;
35. Comments on Proposed Revisions to the Section of the National Planning Practice Guidance (NPPG) on the Historic Environment;
36. The 25-year environment plan – measuring progress;
37. Delivering the 25 Year Environment Plan for the historic and natural Environments: The Environment Bill;
38. Introducing measures for felling street trees, [February 2019];
39. Improving our Management of Water in the Environment, [March 2019];
40. Conservation Covenants, [March 2019];

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, with the Church of England and Historic England on the English Churches Sustainability Review and the Taylor Review Pilot. HRBA also responded to the Heritage Lottery Fund's consultation on its Strategic Review.

The Alliance draws on its membership for their knowledge and expertise 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 Mobile Advocacy Groups, and two working groups on fiscal incentives and marine matters. 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.

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1. **Spatial Planning Advocacy Group:** SPAG has been a busy group this year. It has been heavily involved in commenting on the revised NPPF for MHCLG and many members discussed their key concerns in a meeting with the Department. The Alliance also hosted a heritage sector consultation for the Independent Review of Planning Appeal Enquiries with MHCLG, including a meeting with the Department in September. SPAG had a joint meeting with our Rural Heritage Advocacy Group to feed into how the Environment Bill could be a vehicle for positive heritage change. The group also focussed on the Government's proposed reform of permitted development rights and 'building up', and on changes to the planning policy guidance for MHCLG. This group has also been keeping a close eye on the follow up to the NPPF and it has been feeding comments to MHCLG through the Alliance on their development of a revised PPG. SPAG is generously sponsored by the Chartered Institute for Archaeologists.
2. **Digital, Learning and Skills:** Victoria Wallworth from National Historic Ships has joined Dr Oliver Cox as a new co-chair of this group after Jamie Davies left Ironbridge Institute to join the AHRC. This energetic and broad group brings together academic institutions, those delivering training and skills and organisations with an educational offer or emphasis on the ground. It has really moved forward this year and has met 3 times, the latest was in January when it to explored doctoral training partnership opportunities, collaborative working and advocacy on learning and skills.
3. **Rural Heritage:** This was the Alliance's busiest advocacy group this year and at the recent Heritage 2020 foresight event was flagged as the most useful and productive sectoral group by a number of attendees, achieving material changes in legislation and DEFRA's thinking. The group met in July to discuss ELM pilots and how we can ensure these properly address rural heritage issues. It then met again in October and produced a briefing which was sent round to MPs ahead of the second reading of the Agriculture Bill in the Commons. It published a paper and sent this with a letter for Michael Gove on the Environment Bill and responded to the Scrutiny of the draft Environment (Principles and Governance) Bill inquiry and the Bill Consultation. The group is now represented through the Alliance on DEFRA's Tests and Trials practitioner and stakeholder groups for a future ELM. The group also held a meeting with the National Rural Tourism Partnership on the UK Shared Prosperity Fund.
4. **Funding and Investment Advocacy Group:** The Group met in December and January with a focus on Brexit impacts and evidence gathering – particularly funding, immigration and movement of materials. This work has fed into Alliance revised briefings on the topic which have been used at Ministerial meetings and the Heritage Council.
5. **Mobile Heritage Advocacy Group:** This is the second year of this group's operation. The group met in May to map their key concerns and priorities across different Government departments. The group then met again in September at Brooklands Museum and ran #HeritageChat on a mobile theme. Finally, a larger group (with membership increased in this area) met in January at the London Museum of Water and Steam looking at mobile heritage at risk, fiscal matters and heritage vehicles and fuel requirements. The group also fed into various consultations this year on fuel and air quality.
6. **Tax Group:** The Tax group has been working on a range of fiscal incentives as options for Government around repair and maintenance of historic buildings. It met in May and October to look at future research needs the build evidence for change and what to say in the Alliance's draft fiscal and funding manifesto. A volunteer is currently compiling a case for support to Historic England's Commissions Programme for an evidence and feasibility study.

# The Heritage Alliance

## Trustees' Report

- Marine Group:** The Alliance is in the process of bringing greater expertise into its membership on underwater marine heritage. This year the Alliance created a temporary task group on marine and fisheries issues to address new Fisheries legislation, resulting in a response to the Fisheries Bill Consultation and other marine consultations over the summer.
7. In the autumn the group published a paper on the Fisheries Bill and held a meeting with Domestic Marine and Fisheries Bill teams at DEFRA. This has led to positive results, including a wider definition of the historic environment being included in the Bill. We have used the work of the group to brief the Fisheries Bill Committee and MPs

### 4.2 Demonstrating Value

The Alliance, with our ever-increasing membership, has become one of the most powerful voices in the country speaking up on the value of heritage. We do this through committees such as the Heritage Council, 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 16 years Update has revolutionised the way the Alliance connects the heritage community allowing the sharing of information, for free across the sector allowing exchange of ideas and cross-promotion. We estimate that Update reaches 15,000 inboxes. Generously sponsored by the Historic Houses Foundation, Heritage Update was sent 29 times in the last financial year. It has an incredible global reach, being read in at least 90 countries over the course of the year. Many of our interns have had the opportunity to produce an edition. 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 and resilience reviews carried out in 2017 and 2018 both demonstrate that this is an authoritative and highly-valued aspect of our work amongst our membership and beyond.

We have successfully prepared for GDPR and have new data protection and privacy policies in place, including relating to Update.

A more specialist monthly ebulletin is also produced by Historic Religious Buildings Alliance (HRBA), the group within the Alliance that brings together people working to ensure a secure future for historic religious buildings. At 31st March 2019, it had 1,610 direct recipients.

**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 Heritage Funding Directory (generously sponsored by the Historic Houses Foundation). From 1 April 2018 to 31 March 2019 the main website had 31,321 views. As part of the legacy of the Giving to Heritage project we are midway through a website improvement process. We hope to improve the delivery and resilience of Heritage Update as part of this. We are also beginning a process to put in a new CRM system.

**Social media** activity continues to increase. We now have 18.6k Twitter followers. Our Chief Executive also has 2,568 followers on her account. Our Facebook Page continues to grow, it now has 464 followers. We also have 392 followers on LinkedIn. The Alliance has supported the growth online of #HeritageChat led by Heritage2020. In 2018, the Historic Religious Buildings Alliance set up a Twitter Account and at 31st March 2019, it had 780 followers.

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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 important 2018 topic 'Diversifying Heritage in the 21st Century' and the challenge: 'how do we get more diverse audiences to connect with heritage?' The Debate was held on 23rd October, generously sponsored again by Ecclesiastical Insurance. We had well over 100 attendees and a diverse audience far beyond our own membership. 7 inspiring speakers discussed class, disability, LGBTI+, BAME, women and youth in relation to the sector, exploring ways we can greater achieve better inclusion in terms of workforce diversity, public engagement and the narrative of collections/material culture and locations. We were looking to give participants a sense of the challenges the sector faces and the good practices we need to put in place to achieve greater diversity. The audio and slides from the debate are available on our YouTube Channel. There was significant live tweeting at the debate at #heritagedebate and a survey was conducted to capture the practical support and follow up activity the sector might like to see as a next step which will also feed into Heritage 2020's work. The previous debate 'Is Heritage Good for your Health?' has also resulted in a report which will be published in the next accounting year.

**Heritage Day**, again sponsored by Ecclesiastical Insurance, was held on 6 December at, Alliance member, The Old Royal Naval College in Greenwich. This was Loyd Grossman CBE's final event as our Chair. Michael Ellis, then Parliamentary Under Secretary of State for Arts, Heritage and Tourism and the new National Trust Director-General, Hilary McGrady were keynote speakers, with the Minister launching DCMS's 'The Heritage Statement: One Year On'. Duncan Wilson OBE, Historic England's Chief Executive launched Heritage Counts and Dr Ben Cowell, Chair of Heritage 2020 also spoke alongside short good-practice presentations from a range of Alliance members.

This popular event offers delegates the chance to meet a wide range of colleagues from across the sector and hear eminent speakers address the latest issues affecting the future of our heritage. It also culminates with our AGM at which 4 new trustees were elected alongside Peter Ainsworth as our new Chair.

Outside its own membership, The Heritage Alliance works throughout the sector and beyond to achieve a greater degree of co-operation and collaboration between Government and the independent heritage sector. The Alliance is represented by the Chairman, Chief Executive, staff and Advocacy Group Chairs on a wide range of external forums including The Heritage Council, Heritage Counts Steering Group and the Cross-Government Cultural Protection working group, DEFRA's programme Monitoring Committee for the Rural Development Programme for England, Tests and Trials groups for the Agriculture Bill and The Bank of England's Decision Maker Panel. All these, and other such forums, 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 Cultural Campaigning Group.

The Alliance's impact on the heritage sector continues to be marked in this period by the role it has on the Heritage Council, its leadership of thinking on Brexit-related impacts, and in managing the Heritage 2020 project *Supporting Collaboration in the Historic Environment Sector in England* from 2016-19.

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The Heritage 2020 project, through which sector organisations work together to address common priorities, went through an interim review in July 2018. This was part of the planned process of evaluating progress against the Heritage 2020 Framework and looking to the future in terms of the structure and goals of sector collaboration beyond 2020. The review supported a successful bid for continued financial support from Historic England until September 2020. Following completion of this first phase of the project, in October 2018, Dr Mike Heyworth MBE stood down as Chair of the Historic Environment Forum subcommittee and was succeeded by Dr Ben Cowell. The five working groups continue to deliver their themed activities (Capacity Building, Constructive Conservation and Sustainable Management, Discovery Identification and Understanding, Helping Things to Happen, and Public Engagement) and bring together 50 people from 36 organisations. Changes to the website ([www.heritage2020.net](http://www.heritage2020.net)) have been commissioned that will better profile the work of each group; these are due to go live in the next reporting period. Social media activity continues to grow with followers of @Heritage2020 reaching 1,799 and the monthly Twitter chat, HeritageChat, providing a valued means of getting more involved in the Heritage 2020 themes. The Chat now has 1,316 followers and the last year has seen sessions led by different partners from across the sector on topics ranging from health and wellbeing, through mobile heritage, to new uses for historic buildings. At the end of the reporting period, the annual Heritage 2020 Foresight workshop took place on the theme of 'Effective Collaboration'. The outcomes from this session are being used to underpin a major piece of work in 2019-20 to propose a future model for collaboration in the historic environment sector, with supporting business plan.

The Heritage Alliance has published the first ever report on the independent heritage sector's impact overseas. The Scottish Confucius Institute for Business & Communication at Heriot-Watt University sponsored the publication of the report and a launch event which was held on 27th September and hosted by Chelsea Physic Garden. The day consisted of a number of speakers including DCMS, The British Council, Kate Pugh OBE and National Lottery Heritage Fund, member presentations from Confucius Institute, Oxford Endangered Archaeology in the Middle East and Africa, UK Antarctic Trust, Venice in Peril, ICON, World Monuments Fund UK and Chelsea Physic Garden. Our intern also gave a perspective from Germany and we announced our British Council/THA travel grant scheme. The report, which was initiated by the Alliance and drafted by Kate Pugh as a volunteer, makes recommendations for building on the success of the overall sector and highlights examples of the sector's expertise - exploring some of the innovative projects in case studies. It has already been useful for advocacy work and has fed into the Government's soft power strategy.

One of the Alliance's objectives is to integrate heritage into other policy areas and to develop strategic partnerships. Two thematic reports are underway with a view to ensuring the benefits of heritage are seen and understood by other sectors. Firstly, a report looking at how heritage underpins the creative industries is being led by Hannah Shimko (a consultant and PhD student) as a volunteer. Many members have already contributed case studies and helped develop recommendations. The second report builds on the Alliance's successful 2017's Heritage Debate. The Report is currently with our project sponsors Wessex Archaeology for further work. We expect both reports to be published within 2019.

Beyond the sector, we have worked closely with The Tourism Alliance and the National Federation of Builders (bringing both into membership), Wildlife and Countryside Link, various museums and construction organisations, the British Council, the Cultural Campaigning Network, What's Next?., AHRC and the Institute of Fundraising. Memberships maintain a connectivity in adjacent sectors through the Charity Tax Group, Creative Industries Federation, 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 ACEVO special Interest Group for Arts and Heritage and a Speaker for Schools.

# 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 132 organisations and affiliates, and 14 individual members at year end. New members over the past year include Cambridge University Heritage Research Centre, Museum of London Archaeology, Breaking Ground Heritage, All Churches Trust, Historic Pools of Britain, Wessex Archaeology, National Federation of Builders, Chawton House, Heritage Fuels Alliance, The William Morris Society, The Joint Nautical Archaeology Policy Committee, Honor Frost Foundation Steering Committee on Underwater Cultural Heritage, The Association of Heritage Engineers, and Maritime Archaeology Sea Trust. We also welcomed a number of new individual members. Our wide and varied membership illustrates the range and vitality of the independent heritage movement. We continue to meet regularly with our members, and we attend events to support them and share their news, jobs and reports. We look for opportunities to bring members together and facilitate beneficial partnerships

Our advocacy, sectoral liaison and information work, and our events programme, such as this year's International Event and Question and Answer session with Shadow Ministers, 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 new corporate partners BWB also offer legal support to our members and for the second time this year ran 1:1 advice sessions at our heritage day.

During this period we launched a new pilot capacity building fund for the heritage sector – the Heritage Alliance Travel Grant Scheme with funding from the British Council. This will enable smaller organisations to explore new partnerships beyond the UK – so crucial at present. Case studies will be captured to continue to build the picture and evidence base of the value of our sector in the Government's soft-power agenda. The first round of funding has been allocated (with the non-ODA element oversubscribed). We will be running a smaller ODA country only second round shortly. We have continued to welcome delegations from other countries who wish to understand or emulate the Alliance model. Recent delegations have visited from China, Brazil, India and Taiwan.

We have also continued to work closely with the Architectural Heritage Fund (AHF) on running the Heritage Funding Directory UK (sponsored by the Historic Houses Foundation), which is being managed by the AHF. The demand for this free resource is still strong and continues to rise. The new website received 89,096 page views from 1 April 2018 to 31 March 2019, (which was 43% higher than the previous year), with 39,920 unique visits and average pages viewed per unique visit up 60% in the last year. We also know that this resource is used internationally, as some visitors had been directed from search engines from six countries outside Europe.

We continue to maintain the Giving to Heritage resources and our new website will form part of the legacy of this project and its training materials.

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 four further volunteers to work on policy, produce the newsletter, manage membership and update the website and Twitter account. 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 an 8th training day in October 2019 in Cambridge, on *Managing significant works in places of worship*. These days are run in partnership with Purcell. HRBA is organising a 9th training day to take place in October 2019.

# The Heritage Alliance

## Trustees' Report

HRBA's annual Open Day, the Big Update, took place on 12 December 2018, at the St Albans Centre in Holborn. Over 90 people enjoyed a good lunch and listening to presentations on a range of subjects. The day began with an informed and lively talk from Matthew Saunders tracing key points from the last 40 years of protecting places of worship. This was followed by 7 presentations which ranged from heating your historic church (more interesting than you might think) to how to make your church more environmentally friendly. They heard how bell-ringing is good for your health as well as providing the closest opportunity to hear the sounds of the C18th. There was an update on the Taylor Review Pilot taking place in Suffolk, lessons learnt and achievements from the National Lottery Heritage funded Inspired Futures project in the North East. We were inspired by the findings from the Pilgrimage and England's Cathedral research project and given insight into the Methodist's Church's strategic property review. For the first time, the day was sponsored by Cathedral Communications. The presentations from the day can be found here <http://www.hrballiance.org.uk/resources/talks/>

### 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 Chair, Trustees and Advocacy Group Chairs generously contribute their expertise and time. HRBA in particular benefits from four volunteer officers. Our Heritage Day and Debates are also supported by voluntary events assistants.

As before, the core secretariat comprises three core posts: Chief Executive, Lizzie Glithero-West at 0.8 FTE; our full time Head of Policy and Communications; and Howard Weinberg, our 0.4 FTE finance and office manager. In February this year, Joe O'Donnell, our Head of Policy and Communications since October 2016 left the Alliance. Our new Head will start on 23rd April. The office was temporarily supported in early 2019 by an interim Policy and Communications Officer, Daniella Briscoe-People. We are also supporting the Heritage 2020 project with a part-time consultant/project officer, Caroline Peach.

This year we have hosted 3 voluntary interns - a student at Greenwich university studying Property development and management, and two students for 2 weeks each over the summer. We also hosted two funded international interns from Germany and Italy, a placement from the Historic England positive action summer scheme, an Oxford University Santander Funded Summer Student and an Oxford University Micro-Intern. We also hosted a sixth form work experience student as a result of our CEO's Speaker for Schools activities.

We are also very grateful to BWB and Tricolor for their expert support of the Alliance this year and volunteers Hannah Shimko, Giles Woodhouse, Kate Pugh OBE and Esther Robinson-Wild who are bringing their expertise to a range of our cross-cutting projects.

With the valuable support of project leaders and volunteers, 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 whilst supporting diversity goals and offering opportunity for those wanting to work in the sector in the future.

#### 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 the end of March 2020.

# The Heritage Alliance

## Trustees' Report

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 Historic Houses Foundation (for Heritage Update and the Heritage Funding Directory), Cifa for sponsorship of the Spatial Planning Advocacy Group, Confucius Institute at Heriott 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 37% 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 projects during this year were Historic Religious Buildings Alliance, the Travel Grant scheme and our resilience project which started at the end of the year. We are extremely grateful to the National Lottery Heritage Fund for their support for our resilience project which aims is to make the Alliance more self-sustainable in the future.

### 5. Financial Review

The Statement of Financial Activities on page 18 shows that gross income raised was £272,343 (£42,386 restricted and £229,957 unrestricted) and expenditure on unrestricted charitable activities was £225,779. Governance costs for the year were £2,476. After Project contributions to Overheads of £3,000, representing management charges to support the projects in restricted funds, the net surplus for the year on unrestricted funds was £7,178. (Last year the surplus was £4,145).

#### 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 £125,109, 82% of the estimated core expenditure 2019-20 of £152,810.

#### 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.

### 6. Future Plans

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

**Advocacy:** We will continue to 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, forthcoming Fiscal and Funding Priorities paper and other policy documents. Key advocacy priorities for decision-makers in the next period include:



# The Heritage Alliance

## Trustees' Report


- Champion our world-leading heritage sector on the world stage - maximising Brexit's opportunities, and minimising its challenges for heritage;
- Ensure continued National Lottery funding for the heritage sector and adequate funding for Historic England;
- Promote heritage assets as part of creating vibrant places and more homes;
- Reform the tax regime to promote the repair and maintenance of our nation's irreplaceable heritage assets;
- Help the heritage sector to attract more investment and engagement and build sector skills and capacity.

**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, which will include our ongoing projects on the creative industries, health and international. We will also look to develop further the discussion from our 2018 debate on Diversity

**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. Our travel grant scheme is ongoing and will open for a second ODA-only round in the next period, and we will be running a first legal seminar for our members with legal partner BWB;

**Resilience:** We will build a strong, relevant and future-ready model for the Heritage Alliance. A survey on our future resilience this year demonstrated the huge value both members and readers of Update place on our unique coordinating and capacity building role, information service and strong voice for the sector. It was heavily emphasised that the Alliance is unique and irreplaceable. Detailed findings have also directly shaped the Resilient Heritage project - focusing on how THA can support its members with additional services, whilst also generating a sustainable income from the provision of these services. This project will be a focus in the next two financial years.

The annual report was approved by the trustees of the charity on 10th July 2019 and signed on its behalf by:



Mr P M Ainsworth (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 10th July 2019 and signed on its behalf by:



Mr P M Ainsworth (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 2019 which are set out on pages 18 to 34 .

### 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 Charity 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 principals 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 (ACA)  
the Institute of Chartered Accountants in England and Wales

North Quay House  
Sutton Harbour  
Plymouth  
Devon  
PL4 0RA

Date:.....

## The Heritage Alliance

### Consolidated Statement of Financial Activities

Year Ended 31 March 2019

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

|                                    | Note | Unrestricted funds<br>£ | Restricted funds<br>£ | Total<br>2019<br>£    |
|------------------------------------|------|-------------------------|-----------------------|-----------------------|
| <b>Income and Endowments from:</b> |      |                         |                       |                       |
| Donations and legacies             | 3    | 5,083                   | 12                    | 5,095                 |
| Charitable activities              | 4    | 224,645                 | 42,374                | 267,019               |
| Investment income                  | 5    | 229                     | -                     | 229                   |
| Total Income                       |      | <u>229,957</u>          | <u>42,386</u>         | <u>272,343</u>        |
| <b>Expenditure on:</b>             |      |                         |                       |                       |
| Charitable activities              | 6    | <u>(225,779)</u>        | <u>(5,713)</u>        | <u>(231,492)</u>      |
| Total Expenditure                  |      | <u>(225,779)</u>        | <u>(5,713)</u>        | <u>(231,492)</u>      |
| Net income                         |      | 4,178                   | 36,673                | 40,851                |
| Transfers between funds            |      | <u>3,000</u>            | <u>(3,000)</u>        | -                     |
| Net movement in funds              |      | 7,178                   | 33,673                | 40,851                |
| <b>Reconciliation of funds</b>     |      |                         |                       |                       |
| Total funds brought forward        |      | <u>117,931</u>          | <u>13,882</u>         | <u>131,813</u>        |
| Total funds carried forward        | 17   | <u><u>125,109</u></u>   | <u><u>47,555</u></u>  | <u><u>172,664</u></u> |

## The Heritage Alliance

### Consolidated Statement of Financial Activities

Year Ended 31 March 2019

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

For comparative purposes

|                                    | Note | Unrestricted funds<br>£ | Restricted funds<br>£ | Total<br>2018<br>£    |
|------------------------------------|------|-------------------------|-----------------------|-----------------------|
| <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><u>117,931</u></u>   | <u><u>13,882</u></u>  | <u><u>131,813</u></u> |

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

# The Heritage Alliance

## Consolidated Balance Sheet

31 March 2019

|  | Note | 2019<br>£        | 2018<br>£        |
|--|------|------------------|------------------|
| <b>Current assets</b>  |      |                  |                  |
| Debtors  | 13   | 12,176           | 39,668           |
| Cash at bank and in hand                                       |      | <u>313,275</u>   | <u>240,997</u>   |
|  |      | 325,451          | 280,665          |
| <b>Creditors: Amounts falling due within one year</b>          | 14   | <u>(144,787)</u> | <u>(138,852)</u> |
| <b>Total assets less current liabilities</b>                   |      | 180,664          | 141,813          |
| <b>Creditors: Amounts falling due after more than one year</b> | 15   | <u>(8,000)</u>   | <u>(10,000)</u>  |
| <b>Net assets</b>  |      | <u>172,664</u>   | <u>131,813</u>   |
| <b>Funds of the group:</b>                                     |      |                  |                  |
| <b>Restricted funds</b>  |      | 47,555           | 13,882           |
| <b>Unrestricted income funds</b>                               |      |                  |                  |
| Unrestricted funds   |      | <u>125,109</u>   | <u>117,931</u>   |
| <b>Total funds</b>   | 17   | <u>172,664</u>   | <u>131,813</u>   |

The financial statements on pages 18 to 34 were approved by the trustees, and authorised for issue on 10th July 2019 and signed on their behalf by:



Mr P M Ainsworth (Chairman)  
Trustee

Company Registration Number: 04577804

# The Heritage Alliance

## Balance Sheet

31 March 2019

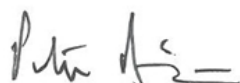
|  | Note | 2019<br>£             | 2018<br>£             |
|--|------|-----------------------|-----------------------|
| <b>Fixed assets</b>  |      |                       |                       |
| Investments  |      | 1                     | 1                     |
| <b>Current assets</b>  |      |                       |                       |
| Debtors  | 13   | 12,176                | 39,668                |
| Cash at bank and in hand                                       |      | <u>313,275</u>        | <u>240,997</u>        |
|  |      | 325,451               | 280,665               |
| <b>Creditors: Amounts falling due within one year</b>          | 14   | <u>(144,788)</u>      | <u>(138,853)</u>      |
| <b>Net current assets</b>                                      |      | <u>180,663</u>        | <u>141,812</u>        |
| <b>Total assets less current liabilities</b>                   |      | 180,664               | 141,813               |
| <b>Creditors: Amounts falling due after more than one year</b> | 15   | <u>(8,000)</u>        | <u>(10,000)</u>       |
| <b>Net assets</b>  |      | <u><u>172,664</u></u> | <u><u>131,813</u></u> |
| <b>Funds of the charity:</b>                                   |      |                       |                       |
| <b>Restricted funds</b>  |      | 47,555                | 13,882                |
| <b>Unrestricted income funds</b>                               |      |                       |                       |
| Unrestricted funds   |      | <u>125,109</u>        | <u>117,931</u>        |
| <b>Total funds</b>   | 17   | <u><u>172,664</u></u> | <u><u>131,813</u></u> |

For the year ending 31 March 2019 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 net movement in funds of the charity is the same as the group.

The financial statements on pages 18 to 34 were approved by the trustees, and authorised for issue on 10th July 2019 and signed on their behalf by:



Mr P M Ainsworth (Chairman)  
Trustee

Company Registration Number: 04577804

# The Heritage Alliance

## Notes to the Financial Statements

Year Ended 31 March 2019

### 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 2019

#### ***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 2019/20 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 2019

### **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 year end 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 2019

### 3 Income from donations and legacies

|                            | <b>Unrestricted<br/>general<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2019<br/>£</b> | <b>Total<br/>2018<br/>£</b> |
|----------------------------|---|-----------------------------------|-----------------------------|-----------------------------|
| Donations and legacies;    |   |                                   |                             |                             |
| Donations from individuals | 5,083   | 12                                | 5,095                       | 1,546                       |
|                            | <u>5,083</u>                                    | <u>12</u>                         | <u>5,095</u>                | <u>1,546</u>                |

### 4 Income from charitable activities

|                                      | <b>Unrestricted<br/>general<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2019<br/>£</b> | <b>Total<br/>2018<br/>£</b> |
|--------------------------------------|---|-----------------------------------|-----------------------------|-----------------------------|
| Grants                               | 61,750  | 29,500                            | 91,250                      | 179,152                     |
| Members' subscriptions               | 45,555  | 3,778                             | 49,333                      | 35,532                      |
| Income from Heritage 2020<br>support | 77,659  | -                                 | 77,659                      | 57,171                      |
| Income from update bulletin          | 9,053   | -                                 | 9,053                       | 6,504                       |
| Sponsorship                          | 23,800  | 6,189                             | 29,989                      | 26,583                      |
| Income from events                   | 6,828   | 2,907                             | 9,735                       | 9,714                       |
|                                      | <u>224,645</u>                                  | <u>42,374</u>                     | <u>267,019</u>              | <u>314,656</u>              |

### 5 Investment income

|                         | <b>Unrestricted<br/>general<br/>funds<br/>£</b> | <b>Total<br/>2019<br/>£</b> | <b>Total<br/>2018<br/>£</b> |
|-------------------------|---|-----------------------------|-----------------------------|
| Other investment income | <u>229</u>                                      | <u>229</u>                  | <u>92</u>                   |

# The Heritage Alliance

## Notes to the Financial Statements

Year Ended 31 March 2019

### 6 Expenditure on charitable activities

|   | <b>Unrestricted<br/>general<br/>funds<br/>£</b>   | <b>Restricted<br/>funds<br/>£</b>           | <b>Total<br/>2019<br/>£</b> | <b>Total<br/>2018<br/>£</b> |
|---|---|---|-----------------------------|-----------------------------|
| Salaries and national insurance         | 56,018  | -   | 56,018                      | 50,369                      |
| Project expenses                        | -   | 5,713                                       | 5,713                       | 124,498                     |
| Project salaries and national insurance | -   | -   | -                           | 6,312                       |
| Support costs                           | 169,761   | -   | 169,761                     | 150,073                     |
|   | <u>225,779</u>                                    | <u>5,713</u>                                | <u>231,492</u>              | <u>331,252</u>              |
|   | <b>Activity<br/>undertaken<br/>directly<br/>£</b> | <b>Activity<br/>support<br/>costs<br/>£</b> | <b>Total<br/>2019<br/>£</b> | <b>Total<br/>2018<br/>£</b> |
| Heritage projects                       | <u>61,731</u>                                     | <u>169,761</u>                              | <u>231,492</u>              | <u>331,252</u>              |

Included in the expenditure analysed above, there are also governance costs of £2,476 (2018 - £1,422) which relate directly to charitable activities. See note 7 for further details.

# The Heritage Alliance

## Notes to the Financial Statements

Year Ended 31 March 2019

### 7 Analysis of governance and support costs

#### Charitable activities expenditure

|                                   | <b>Unrestricted<br/>general<br/>funds<br/>£</b> | <b>Total<br/>2019<br/>£</b> | <b>Total<br/>2018<br/>£</b> |
|-----------------------------------|---|-----------------------------|-----------------------------|
| Salaries and national insurance   | 47,304  | 47,304                      | 43,615                      |
| Rent, rates and services          | 17,047  | 17,047                      | 26,117                      |
| Professional fees                 | 60,069  | 60,069                      | 36,708                      |
| Printing, postage and stationery  | 1,484   | 1,484                       | 2,118                       |
| Telephone                         | 3,144   | 3,144                       | 3,759                       |
| Travel and subsistence            | 3,084   | 3,084                       | 3,332                       |
| Insurance                         | 1,320   | 1,320                       | 1,408                       |
| Other expenses                    | 1,468   | 1,468                       | 1,301                       |
| Subscriptions to external bodies  | 998   | 998                         | 1,394                       |
| AGM, national and regional events | 23,565  | 23,565                      | 23,778                      |
| Bank charges                      | 161   | 161                         | 31                          |
| Computer expenses                 | 7,641   | 7,641                       | 5,090                       |
| Governance costs                  | <u>2,476</u>                                    | <u>2,476</u>                | <u>1,422</u>                |
|                                   | <u>169,761</u>                                  | <u>169,761</u>              | <u>150,073</u>              |

#### Governance costs

|   | <b>Unrestricted<br/>general<br/>funds<br/>£</b> | <b>Total<br/>2019<br/>£</b> | <b>Total<br/>2018<br/>£</b> |
|---|---|-----------------------------|-----------------------------|
| Independent examiner fees               |   |                             |                             |
| Examination of the financial statements | <u>2,476</u>                                    | <u>2,476</u>                | <u>1,422</u>                |
|   | <u>2,476</u>                                    | <u>2,476</u>                | <u>1,422</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 2019

### 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 £298 in the current year (2018 - 1 Trustee; £166).

### 9 Staff costs

The aggregate payroll costs were as follows:

|  | 2019<br>£      | 2018<br>£      |
|--|----------------|----------------|
| <b>Staff costs during the year were:</b> |                |                |
| Wages and salaries                       | 90,555         | 87,067         |
| Social security costs                    | 6,710          | 7,949          |
| Pension costs                            | 6,057          | 5,280          |
|  | <u>103,322</u> | <u>100,296</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:

|                              | 2019<br>No | 2018<br>No |
|------------------------------|------------|------------|
| Full and part time employees | <u>3</u>   | <u>3</u>   |

3 (2018 - 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 £44,049 (2018 - £40,733).

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

### 10 Independent examiner's remuneration

|   | 2019<br>£    | 2018<br>£    |
|---|--------------|--------------|
| Examination of the financial statements | <u>2,476</u> | <u>1,422</u> |

# The Heritage Alliance

## Notes to the Financial Statements

Year Ended 31 March 2019

### 11 Taxation

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

### 12 Fixed asset investments

#### Charity

|  | 2019<br>£ | 2018<br>£ |
|--|-----------|-----------|
| Shares in group undertakings and participating interests | <u>1</u>  | <u>1</u>  |

#### Shares in group undertakings and participating interests

|                       | Subsidiary<br>undertakings<br>£ | Total<br>£ |
|-----------------------|---------------------------------|------------|
| <b>Cost</b>           |                                 |            |
| At 1 April 2018       | <u>1</u>                        | <u>1</u>   |
| At 31 March 2019      | <u>1</u>                        | <u>1</u>   |
| <b>Net book value</b> |                                 |            |
| At 31 March 2019      | <u>1</u>                        | <u>1</u>   |
| At 31 March 2018      | <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<br>incorporation | Holding         | Proportion of<br>voting rights and<br>shares held | Principal activity |
|--------------------------------------|-----------------------------|-----------------|---|--------------------|
| <b>Subsidiary undertakings</b>       |                             |                 |   |                    |
| Heritage Alliance<br>Trading Limited | England and Wales           | Ordinary shares | 100%  | dormant company    |

The address of its registered office is: 5-11 Lavington Street, London, SE1 0NS, United Kingdom.

# The Heritage Alliance

## Notes to the Financial Statements

Year Ended 31 March 2019

### 13 Debtors

|               | 2019<br>£     | Group<br>2018<br>£ | 2019<br>£     | Charity<br>2018<br>£ |
|---------------|---------------|--------------------|---------------|----------------------|
| Trade debtors | 3,855         | 35,800             | 3,855         | 35,800               |
| Prepayments   | 5,919         | 853                | 5,919         | 853                  |
| Other debtors | 2,402         | 3,015              | 2,402         | 3,015                |
|               | <u>12,176</u> | <u>39,668</u>      | <u>12,176</u> | <u>39,668</u>        |

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

|                                    | 2019<br>£      | Group<br>2018<br>£ | 2019<br>£      | Charity<br>2018<br>£ |
|------------------------------------|----------------|--------------------|----------------|----------------------|
| Bank overdrafts                    | -              | 1,846              | -              | 1,846                |
| Trade creditors                    | 7,854          | 9,967              | 7,854          | 9,967                |
| Other taxation and social security | 4,985          | 1,917              | 4,985          | 1,917                |
| Other creditors                    | 7,471          | 6,750              | 7,472          | 6,751                |
| Accruals                           | 10,193         | 14,998             | 10,193         | 14,998               |
| Deferred income                    | 114,284        | 103,374            | 114,284        | 103,374              |
|                                    | <u>144,787</u> | <u>138,852</u>     | <u>144,788</u> | <u>138,853</u>       |

### Deferred income

| <b>Group</b>                           | <b>2019<br/>£</b> |
|--|-------------------|
| Deferred income at 1 April 2018        | (103,374)         |
| Resources deferred in the period       | (142,829)         |
| Amounts released from previous periods | <u>131,919</u>    |
| Deferred income at 31 March 2019       | <u>(114,284)</u>  |

| <b>Charity</b>                         | <b>2019<br/>£</b> |
|--|-------------------|
| Deferred income at 1 April 2018        | (103,374)         |
| Resources deferred in the period       | (142,829)         |
| Amounts released from previous periods | <u>131,919</u>    |
| Deferred income at 31 March 2019       | <u>(114,284)</u>  |



# The Heritage Alliance

## Notes to the Financial Statements

Year Ended 31 March 2019

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

|                 | 2019<br>£    | Group<br>2018<br>£ | 2019<br>£    | Charity<br>2018<br>£ |
|-----------------|--------------|--------------------|--------------|----------------------|
| Other creditors | <u>8,000</u> | <u>10,000</u>      | <u>8,000</u> | <u>10,000</u>        |

### 16 Commitments

#### Group and Charity

#### Commitments under operating leases

The total amount contracted for but not provided in the financial statements was £4,125 (2018 - £12,375).

# The Heritage Alliance

## Notes to the Financial Statements

Year Ended 31 March 2019

### 17 Funds

#### Group and Charity

|                                       | Balance at<br>1 April<br>2018<br>£           | Incoming<br>resources<br>£          | Resources<br>expended<br>£          | Transfers<br>£         | Balance at<br>31 March<br>2019<br>£           |
|---------------------------------------|--|-------------------------------------|-------------------------------------|------------------------|---|
| <b>Unrestricted funds</b>             |  |                                     |                                     |                        |   |
| <b>General</b>                        |  |                                     |                                     |                        |   |
| Charity and group                     | 117,931                                      | 229,957                             | (225,779)                           | 3,000                  | 125,109                                       |
| <b>Restricted funds</b>               |  |                                     |                                     |                        |   |
| Heritage Funding Directory<br>Project | 5,635  | -                                   | (407)                               | (1,000)                | 4,228   |
| HRB                                   | 7,714  | 12,886                              | (5,306)                             | (2,000)                | 13,294  |
| Philanthropy                          | 533  | -                                   | -                                   | -                      | 533   |
| Resilience                            | -  | 9,500                               | -                                   | -                      | 9,500   |
| Travel Grant scheme                   | -  | 20,000                              | -                                   | -                      | 20,000  |
| <b>Total restricted funds</b>         | <b>13,882</b>                                | <b>42,386</b>                       | <b>(5,713)</b>                      | <b>(3,000)</b>         | <b>47,555</b>                                 |
| <b>Total funds</b>                    | <b>131,813</b>                               | <b>272,343</b>                      | <b>(231,492)</b>                    | <b>-</b>               | <b>172,664</b>                                |
|                                       | <b>Balance at<br/>1 April<br/>2017<br/>£</b> | <b>Incoming<br/>resources<br/>£</b> | <b>Resources<br/>expended<br/>£</b> | <b>Transfers<br/>£</b> | <b>Balance at<br/>31 March<br/>2018<br/>£</b> |
| <b>Unrestricted funds</b>             |  |                                     |                                     |                        |   |
| <b>General</b>                        |  |                                     |                                     |                        |   |
| Charity and group                     | 113,786                                      | 192,100                             | (200,442)                           | 12,487                 | 117,931                                       |
| <b>Restricted funds</b>               |  |                                     |                                     |                        |   |
| Heritage Funding Directory<br>Project | 4,405  | 2,500                               | (270)                               | (1,000)                | 5,635   |
| HRB                                   | 24,664                                       | 5,478                               | (20,428)                            | (2,000)                | 7,714   |
| Philanthropy                          | 633  | -                                   | (100)                               | -                      | 533   |
| 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>                                |

# The Heritage Alliance

## Notes to the Financial Statements

### Year Ended 31 March 2019

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. Philanthropy programme. The main project has now concluded and the remaining funds are being used to support general philanthropic work.

4. Resilience. This was funding received from Heritage Lottery for a resilience bid for new staffing to take us forward and allow the charity to grow.

5. Travel grant scheme. The funding from the British Council to run a Travel grant scheme to promote travel to our members to countries on the Overseas Development Listing and also to Europe.

6. 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 restricted projects.

#### 18 Analysis of net assets between funds

| <b>Group</b>          | <b>Unrestricted<br/>general funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total funds<br/>£</b> |
|-----------------------|---|-----------------------------------|--------------------------|
| Current assets        | 277,896                                     | 47,555                            | 325,451                  |
| Current liabilities   | (144,787)                                   | -                                 | (144,787)                |
| Creditors over 1 year | (8,000)                                     | -                                 | (8,000)                  |
| Total net assets      | <u>125,109</u>                              | <u>47,555</u>                     | <u>172,664</u>           |

# **The Heritage Alliance**

Notes to the Financial Statements

Year Ended 31 March 2019

## **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.