

The Heritage Alliance

Annual Report and Financial Statements Year Ended 31 March 2022

Company registration number: 04577804

Charity registration number: 1094793

The Heritage Alliance

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The Heritage Alliance

Reference and Administrative Details

Trustees	Ms P E Alexander OBE (Chair) Dr I H Samuel OBE Mr C M B Sutton (Treasurer) Mr P Aiers Rear Admiral R A G Clare CBE DL Mr J H Cleary OBE Dr K O Dabiri Mr J D Probert Ms A H Purkiss Ms K Streeter Ms J Wills
Secretary	Ms E Glithero-West
Senior Management Team	Ms E Glithero-West, Chief Executive Officer
Principal Office	Church of St Martin Within Ludgate 40 Ludgate Hill London EC4M 7DE The charity is incorporated in England & Wales.
Company Registration Number	04577804
Charity Registration Number	1094793
Solicitors	Bates Wells 10 Queen St Place London EC4R 1BE
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

Chair's Foreword

2021-22 was a challenging year, for The Heritage Alliance, for our members and for the heritage sector, as for the country. We know that we could have lost membership support to other demands on our members' finances, time and energies. So I am extremely pleased that I'm able to introduce this report and accounts with the news instead that The Heritage Alliance has continued to grow, in membership and in influence but also in new ways, managing hybrid events and online forums. I was delighted to join a thriving and much appreciated organisation when, at the very end of 2021, I took over the chair from our Interim Chair, Dr Ingrid Samuel, for whose excellent and continuing support we are all very grateful.

Truly exceptional investment from government in the heritage sector, through the Cultural Recovery and Heritage Stimulus Funds, was won in recognition of the specific jeopardy the pandemic brought to long-valued heritage assets. It also recognised the importance of the substantial environmental, economic and social benefits that result from the work of our members. This lifeline support for many heritage organisations - for which we were enormously grateful - was an investment, not a bail out. We invest in our nation's cultural and natural heritage because we value it, both for ourselves and as custodians for future generations.

This is a moment of huge opportunity, when heritage has been recognised as central to our public life and both individuals' and communities' health and wellbeing. Despite, and in some cases because of the trials of the pandemic, we have seen that many others value it too - sometimes to their surprise; sometimes for new reasons.

During 2021-22 our energetic small team welcomed 23 new members, ranging widely from Durham University to the iconic Halifax Piece Hall, from community archaeology-focused Dig Ventures to the Society of Genealogists. By the end of 2021/22, 173 Alliance members, were researching, archiving, celebrating, unlocking and looking after our green, blue and built environments, as well as treasured collections and personal stories, and making new memories for their visitors and audiences. Happily, we see new members continuing to join, bringing our total membership at the time of writing in autumn 2022 to 180.

We are proud that our membership is broad and deep across the whole of the natural and cultural heritage of the UK and in some cases beyond. Yet we recognise that there are still parts of the sector under-represented and we are actively working to address that. There's a place, support and a role here for the full range of organisations with a passion for heritage - from campaigning bodies keen to take part in our advocacy work, to those wanting to join our training programmes, to members of all sizes networking and accessing support from peers and wider colleagues; those who want to make better connections and learn from others, and those with inspiring stories and new perspectives to share.

We are very grateful to our members and also to the funders, sponsors and corporate partners acknowledged in this report for their invaluable support.

2021-22 was a very busy and productive year for the team at the Alliance. A highlight of my first few months was chairing the annual Heritage Debate in November 2021 -an energising discussion with a great panel discussing "Levelling up: What Does It Mean for Heritage?" Members contributed to an accompanying blog suggesting what they felt this agenda might mean for heritage and we have been actively addressing the aims of encouraging inclusive growth and facilitating the sharing of good practice, practical support and insights for our members making bids to new programmes. We've also run thought-provoking round tables and consulted the sector on many topics such as accessibility, diversity and inclusion and contested heritage, as part of developing insights and sharing experiences.

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We have now published our new strategy, mission and vision. Alongside our AGM we held a hybrid Heritage Day over two days in March 2022, with many heritage leaders as well as Nigel Huddleston MP, then Heritage Minister, attending our in-person event at Christ Church Spitalfields, a lively day and the first time many had got together in person for two years.

Our team continued to run two major National Lottery Heritage funded Programmes: Heritage Digital and Rebuilding Heritage. We are immensely grateful to the Heritage Fund for enabling us to reach more than 1,960 organisations across the heritage sector and over 4,100 participants with this valued support over the last two years. These projects have also been crucial in providing us with key insights on sector needs which we have been feeding back through our advocacy work, creating a virtuous circle of knowledge sharing. We entered into creative partnerships with expert skills providers and trainers to produce a bespoke and tailored set of programmes and resources suitable for the range of needs of heritage organisations. It's a model that works and has created legacy tools for the whole sector which we hope we can continue to develop into the future.

I'd like to take this opportunity on behalf of the Board and executive to remember Peter Ainsworth, The Heritage Alliance Chair who sadly passed away at the beginning of 2021 and to celebrate his immense contribution. Peter had been Chair of THA since 2018. He was passionate about the natural world and the value to communities of so many aspects of their cultural heritage. Both then, and at his packed memorial service that autumn, we heard wonderful tributes and memories of Peter, who greatly helped our CEO, Lizzie Glithero-West, to lead The Heritage Alliance to becoming the force it now is for the heritage sector.

The Heritage Alliance

Trustees' Report

Introduction

The Trustees submit their report and the unaudited financial statements for the year ended 31 March 2022. 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 (updated 2019) ('SORP'), UK Accounting Standards and the Charities Act 2011.

Background

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.

Governance

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.

The Chair 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.

Peter Ainsworth, Heritage Alliance Chair, passed away on 6 April 2021 and Deputy Chair Ingrid Samuel became acting Chair until Pam Alexander was co-opted to the Board on 4 November 2021 and then formally elected at the Heritage Alliance's AGM on 9 March 2022. Dr Kafilat (Tola) Dabiri and Alice Purkiss were elected as new Alliance Trustees at the AGM, and Professor Ian Baxter and Heather Jermy stepped down at the end of third and first terms respectively.

At 31 March 2022, the Trustees, who are also directors, were as follows:

Ms P E Alexander OBE (Chair), Dr I H Samuel OBE (Deputy Chair), Mr C M B Sutton (Hon Treasurer), Mr J H Cleary OBE, Ms J Wills, Mr P Aiers, Rear Admiral R Clare CBE DL, Ms K Streeter, Mr J Probert, Dr K Dabiri, Ms A Purkiss.

The Board met formally in April, July, November 2021 and January 2022, with an extraordinary appointment meeting in October 2021.

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Trustees' Report

Objectives and Activities

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

1. For the benefit of the public:
 - 1.1 To improve the efficient and effective fulfilment by heritage charities (as defined in the Articles of Association) of their objects; and
 - 1.2 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);
- 2 The advancement of education of the public:
 - 2.1 In relation to historical and/or architectural significance of buildings and/or sites; and
 - 2.2 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.

Membership

The Heritage Alliance membership ranges from national bodies to specialist charities and community organisations, across the breadth of the sector, from museums, conservation and archaeology to science and construction.

Core Membership is primarily open to charitable and not-for-profit organisations that are within or involved with the heritage sector and benefitting from our diverse networks and advocacy work championing the independent heritage sector.

Affiliate Membership is designed primarily for commercial organisations interested in tapping into the Alliance's extensive networks and insights and offering their expertise to the Alliance's core membership.

Whilst only organisations can be members of the Heritage Alliance, the **Individual Supporter** patronage scheme enables individuals to be part of the Heritage Alliance network and support its activities.

Advocacy Groups

The Heritage Alliance's Advocacy Groups track relevant parliamentary business, including the progress of Bills, debates, questions and EDMs, making representation as appropriate. They support the development of policy and legislation by providing written and oral evidence to Select Committee inquiries and government consultations. Group membership is only available to Heritage Alliance members.

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Trustees' Report

Current Advocacy Groups:

- Rural Heritage
- Spatial Planning
- Funding and Investment
- Mobile Heritage
- Skills, Education and Engagement

Working Groups:

- Marine Heritage
- Tax

The Historic Religious Building Alliance is also a distinct group with its own membership, overseen by the Heritage Alliance, bringing together those working for a secure future for historic religious buildings. It's report for 2021 can be read [here](#).

Communications Activities

Heritage Update: fortnightly newsletter providing key sector and government news, events and jobs for the heritage sector.

Exclusive Members' Mailing List: Providing in-depth insights into the policy-landscape from the Heritage Alliance CEO.

Website: platform giving free access to our publications, briefings, news and jobs as well as providing key information about the Heritage Alliance.

The Alliance website supports project websites and online resources for the sector, including:

Giving to Heritage: legacy webpage of the National Lottery Heritage Fund-funded project on Heritage and Fundraising;

Heritage Funding Directory: Heritage funding sources available (co-managed with Architectural Heritage Fund and funded by the Historic Houses Foundation);

COVID-19 Guidance Hub: guidance and good practice (Sponsored in 2020-21 by The University of Oxford);

Brexit Guidance Hub: collating guidance around the end of the transition period;

Rebuilding Heritage: National Lottery Heritage Fund funded sector-support project on COVID specific support;

Heritage Digital: National Lottery Heritage Fund funded sector-support project on digital skills for the heritage sector;

The Historic Environment Forum (Funded by Historic England and managed by The Heritage Alliance).

Social Media: providing insights to the sector, government news, and sharing our members' news on Twitter, LinkedIn and Facebook.

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Ongoing Sector Support Projects

The Heritage Alliance works in partnership to inspire, lead and build the capabilities of our members and the wider sector to be more sustainable and resilient. Major support programmes this year included:

Heritage Digital, funded by the National Lottery Heritage Fund, ran from July 2020 until September 2021 supporting organisations to learn new digital skills around Marketing Strategy, Communications, Rights and Technology through conferences, webinars, guides and masterclasses.

In August 2021 we introduced two new projects delivered by the Heritage Digital Consortium. Heritage Digital Academy, offers digital business support sessions focussed on innovation, enterprise and organisations planning. Heritage Digital Questions, as part of the Digital Heritage Hub project produced 40 resources on “finding, creating and sharing digital content”. The resources were launched in April 2022.

Rebuilding Heritage, funded by the National Lottery Heritage Fund started in September 2020 offering targeted support to help heritage organisations to respond to the challenges of the Covid-19 pandemic with fundraising, business planning, legal, leadership and communications support. This programme of support ran throughout 2021-22 and an extension for the project was granted until September 2022 to provide further support for the project.

Heritage Funding Directory: A database of Heritage funding sources available nationally and internationally. Co-managed with the Architectural Heritage Fund and funded by the Historic Houses Foundation. The Directory began a full update of its entries this year, due for completion in the autumn of 2022.

The Historic Environment Forum (HEF), funded by Historic England and managed by The Heritage Alliance, brings together senior members of staff from public and non-government bodies to work collaboratively on strategic matters for the historic environment sector in England. Their Year in Review for 2021 can be read here (<https://historicenvironmentforum.org.uk/2021-year-in-review/>).

Strategy 2021-2026

Our Vision

Our vision is for a society in which England's historic environment and wider cultural heritage is valued, supported and able to enrich everyone's lives. We believe this can be achieved through the sympathetic, sustainable and imaginative stewardship of the past around us by a vibrant, independent heritage sector that is fit for the future.

Our Mission

We harness the skills, strengths and talents of our broad and diverse membership, partners and the wider sector to:

- champion the independent heritage sector to policy makers and opinion formers, convening a wide range of stakeholders to build a shared, deep and nuanced understanding of the importance and value of all kinds of heritage; and
- inspire and catalyse action, supporting independent heritage organisations to achieve their full potential through enhanced sustainability, resilience and capabilities, and enabling networking and shared learning amongst practitioners across the sector.

The Heritage Alliance

Trustees' Report

Over the next 5 years, the Alliance will work to realise our shared vision and ensure the sector emerges from the Covid-19 crisis inspired and equipped to be better than ever before. We will do this by focusing our efforts on four interrelated strategic objectives: **advocacy**; **communicating and connecting**; building **sustainability and resilience**; and developing **insight**. The full strategy, developed in 2020 and published publicly on 9 March 2022, can be read here (<https://www.theheritagealliance.org.uk/about/our-strategy/>).

Over the next 5 years, the Alliance will ensure the sector emerges from the Covid-19 crisis inspired and equipped to be better than ever before.

We will focus on 4 interrelated strategic objectives:

-  **Advocacy**
-  **Communicating & Connecting**
-  **Sustainability & Resilience**
-  **Insight**

The Heritage Alliance | **Strategy 2021 - 2026**

Achievements and Performance 2021-22

Key Highlights

Advocacy

- We continued to sit on the Government's Heritage Council, the covid-focused DCMS heritage working group and a Heritage Statement Partners' Group on behalf of our membership;
- In 2021-22 we held 142 meetings with Government, Parliament and Arms-Length Bodies (60% increase from 2020-21);
- The number of our advocacy groups participants grew by 15% in 2021-22;
- Backing the Bedrock 2022, outlining our fiscal and funding priorities, was published in the autumn;
- On Planning matters, a Joint Chair and CEO letter to MHCLG Ministers resulted in a sector specific engagement roundtable on the Planning Bill;
- Our engagement programme with the House of Lords led to oversubscription to support our amendments on the Environment Bill;
- THA, with the Historic Environment Forum, delivered 4 virtual roundtables for DCMS's forthcoming Heritage Statement;
- THA was invited to join the Interim Office for Environmental Protection (OEP) Scrutiny and Advice Stakeholder Group and the Future Farming and Countryside Programme (FFCP) Advice Stakeholder Group.

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Communicating and Connecting

- 25 Heritage Update newsletters were published in 2021-22;
- We reached over 32,250 followers across our social media channels (Twitter, Facebook and LinkedIn)
- 23 new core and affiliate members joined the Heritage Alliance;
- 64 exclusive communications were sent to members;
- 25 members and sector networking events and roundtables were delivered;
- A Hybrid Heritage Day brought policy makers, arms-length bodies and heritage organisations together, with 176 attendees from across the sector across two sessions
- Brexit and Covid Guidance hubs continued to deliver up to date information to the sector;
- New groups were trialled to connect and support members, including a CEO virtual support forum and a quarterly archaeology meeting;

Sustainability and Resilience

- Over the last two years, the Heritage Alliance public sector support programmes have supported over 1960 organisations and over 4,100 participants.
- We launched 2 new sector support projects: Heritage Digital Questions and Heritage Digital Academy;
- 10 expert-led roundtables were delivered for our members;
- Our Heritage Alliance Strategy for 2021-2026 was publicly launched in March 2022;
- DASH Survey workshops in Northern Ireland gathered 60 participants from across the sector, in person, increasing their resilience through digital skills.

Insights

- In 2021-22, we gathered, through our surveys, the views of 4,935 staff, trustees, volunteers and freelancers in the heritage sector;
- The DASH (Digital Attitude and Skills in Heritage) survey gathered 4,514 responses on the topic of digital skills in heritage;
- The DASH Report published in January 2022 offered unique insight into heritage sector use of Digital over the pandemic;
- We launched new sector-wide surveys on diversity and inclusion, accessibility and contested heritage;
- Heritage Debate 2021 took place on the topic of Levelling Up with over 180 attendees and an associated blog with sector perspectives;
- The Historic Environment Forum published its flagship report on heritage and climate change: *Heritage Responds*.

1. Advocacy

We will champion the needs and aspirations of the independent sector, persuading others, both private and public organisations, to support our specific policy objectives for the benefit of the sector and society at large.

A trusted champion for heritage

“Heritage Alliance is perhaps a model for it all. Expert leadership in Lizzie Glithero-West – both subject expert and lobbying genius. Engaging members to form policy positions and feeding back intelligence on government and sector. Massive range of useful training, workshops and conferences that cover all aspects of our work in Heritage. Seeking honest feedback on their provision and responding to the needs of members; NGOs both big and small.” Extract from *“Memberships – vital for charity sector capacity but what are the models that work?”* Anita Kerwin-Nye, **Youth Hostel**

Association

The Heritage Alliance

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The Heritage Alliance is the membership body representing the breadth of the heritage movement in England, now at 180 members. We have a powerful role promoting and championing the independent sector in all its diversity. We are uniquely placed to coordinate sector views, draw on members' knowledge and help policy makers realise the potential of heritage, reflected in our seats on the Heritage Council, Heritage Working Group and Heritage Statement Partners' Group.

The Alliance engages in thought leadership and briefs opinion-formers in the Westminster Government and beyond on the value of heritage and the contribution that independent heritage organisations make to contemporary society and its potential to solve a host of public policy problems. The Chair, Chief Executive and policy team continue to take a leading role in promoting this message with senior figures in government, Parliament, the heritage sector, other related sectors, and the business community. In 2021-22 we held 142 meetings with Government, Parliament and Arms-Length Bodies (60% increase from 2020-21).

Heritage Alliance Policy Priorities in 2021-22



The figure captures the key policy topics that the Heritage Alliance has identified as significant in our advocacy work this year.

We supported the design of a stronger Heritage Statement, anchored by our knowledge of the sector

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A dominant feature of our engagement with DCMS and policy-makers this year was through the shaping of the pending Heritage Statement. The Alliance, working with the Historic Environment Forum (HEF) team, ran 4 high profile and successful virtual heritage statement roundtable consultation events over the summer for DCMS on the four statement themes. The roundtables included 152 people from 65 different organisations and provided further opportunity for comment for organisations not able to attend. Through these events, chaired by the Alliance and HEF leadership in tandem with DCMS senior officials, we facilitated a direct two-way dialogue between government and the wider heritage sector.

We were also able to utilise and reflect the evidence generated by surveys and roundtables around Diversity and our sector support programmes such as Heritage Digital and Rebuilding Heritage to ensure a strong representation of the heritage sector needs and challenges. Following these roundtables, we continued to sit on the Heritage Partners' Group, a DCMS soundboard to produce the Heritage Statement alongside the formal Heritage Council which met in December.

Backing the Bedrock: representing the fiscal priorities of the sector

Again this year, we continued to make the case for the sector as part of the Spending Review and Budget. Following a survey of our members' policy priorities, we published the latest version of the Alliance's Fiscal and Funding Priorities 'Backing the Bedrock 2021', which was sent in the autumn to the Treasury, all MPs and selected Peers. This provided both Government and Parliament with clear asks from the independent heritage sector to support decision making.



Over 70% of Heritage Alliance Members have a UK-Wide or a nation-wide remit. Through our representation of the independent sector at key meetings and forums we continue to act as a voice and conduit between smaller parts of the sector in our membership that would not otherwise have had an opportunity to share their perspectives and expertise.

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Engagement around the Environment Bill informed member of the House of Lords about essential changes to protect the historic environment into the future

Following the development of a set of Environment Bill amendments proposed by our Rural Heritage Advocacy Group, we led an engagement programme with the House of Lords, which resulted in a strength of support and oversubscription for heritage amendments. These engagement activities enabled peers to be briefed on essential changes to protect and fund heritage and the historic environment into the future. We were also invited to join the Interim Office for Environmental Protection (OEP) Scrutiny and Advice Stakeholder Group and the Future Farming and Countryside Programme (FFCP) Advice Stakeholder Group, and our joint lobbying with the Heritage Fuels Alliance led to commitments in writing from DEFRA around heritage emissions not being inadvertently captured by the legislation.

List of Publications, Consultation Responses, Summaries and Briefings

Publications

[Backing the Bedrock](#) (Sep)

[Year in Review 2021](#) (Dec)

[DASH Report 2021](#) (Jan)

[The Heritage Alliance Strategy 2021-2026](#) (Mar)

[The Heritage Alliance Annual Report and Accounts](#) (Jan)

Consultation and Responses

Destination Management Organisations (DMOs Committee/DCMS, 28 Apr)

Permitted Development Rights (HCLG Committee, 30 Apr)

Sustainability of the Built Environment (Environmental Audit Committee, 14 May)

Environmental Principles Policy Statement (DEFRA, 2 Jun)

Industrial Heritage Strategy (HE, 7 Jun)

SFI Standards – Heritage, Moorland Grazing, Dry Stone Walls (DEFRA, 30 Jun)

Spending Review/ Budget Submission (HM Treasury, Sep)

Monitoring work to understand the impact of Brexit from a services and investment perspective

Consultation on Permitted Development Rights (MoD, Nov)

Consultation on Beaver Reintroduction and Management in England (Defra, Nov)

Promoting Britain Abroad, (DCMS, 6 Jan)

Evidence for DCMS Committee on Cultural Placemaking and Levelling Up (DCMS, 18 Feb)

Government response to the Glover Review of Protected Landscapes

Summaries, Briefings and Reports

Summary of the Queen's Speech (Sector, 13 May)

Heritage and the Environment Bill amendments (House of Lords, 14 Jun)

Environment Bill briefing to House of Lords (House of Lords, 05 Sep)

Autumn Budget and Spending Review Summary (Sector, 28 Oct)

Levelling Up White Paper Summary (Feb)

The Heritage Alliance

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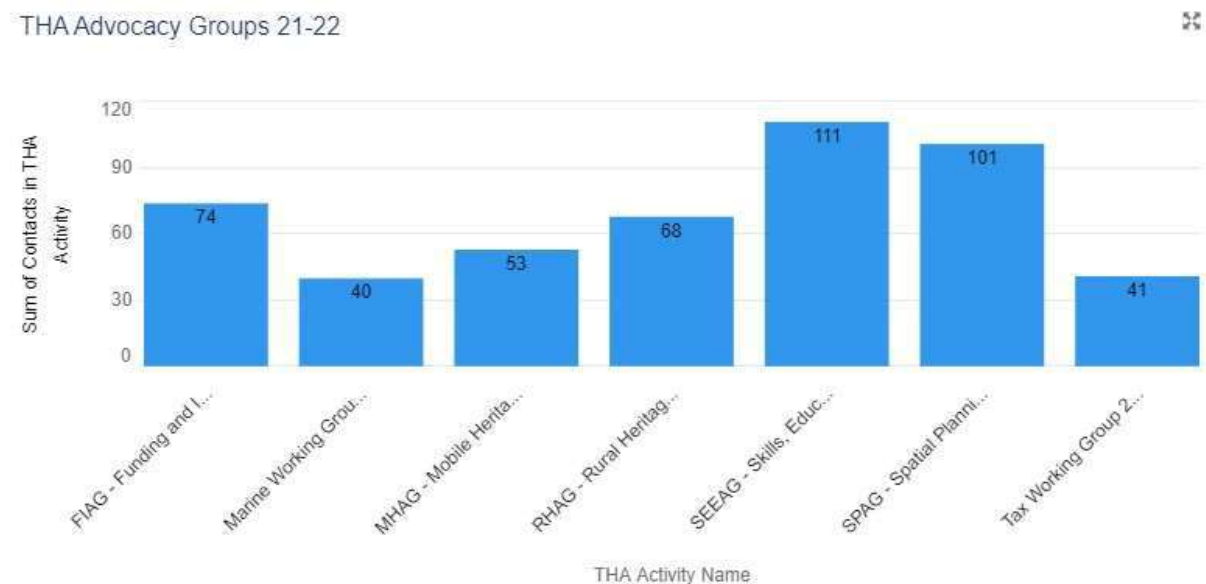
UKSPF pre-launch Guidance Summary (Feb)

Advocacy Groups: a key mechanism for membership engagement and advocacy development

"I do like the way you bring everyone into the conversation, expertly done" (Rob Davies, **Circle Insurance**)

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, Skills, Education and Engagement, Rural Heritage and Mobile Advocacy Groups, and two working groups on fiscal incentives and marine matters. These groups, set out above, 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. The volunteer support generated by the advocacy groups alone is over 2,200 hours (a value of £111,000)

Number of individuals in Advocacy Groups in 21-22



[View Report \(THA Advocacy Groups 21-22\)](#)

Strengthened advocacy groups unify the sector

This year, our Head of Policy and Comms has worked with the chairs of our advocacy groups to develop new terms of reference for each group to help identify the aims and objectives of each. These improvements strengthened their role as a key mechanism to lever the support of experts across the sector to drive policy work. For instance, our Mobile Heritage Advocacy Group was brought together in a joint campaigning effort around Heritage Fuels.

We also adapted to the priorities of our members and the policy landscape by giving our "Digital, Learning and Skills" Advocacy Group a new title of "Skills, Education and Engagement" and a greater focus specifically on advocacy. This will enable us, with the support of our membership, to improve knowledge sharing and develop better policy as these topics become increasingly important for the sector.

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Our advocacy groups provided space for informal exchanges between decision-makers and the sector

For example, this year, our Rural Heritage Advocacy Group was a platform for Natural England, Historic England, the Heritage Alliance and key stakeholders in the sector to talk frankly in an informal setting to support information sharing and collaboration and prepare for key ministerial meetings on the Environment. Our informal archaeology group also led to collaborative work and discussion with DCMS on culture and heritage capital.

2. Communication and Connecting

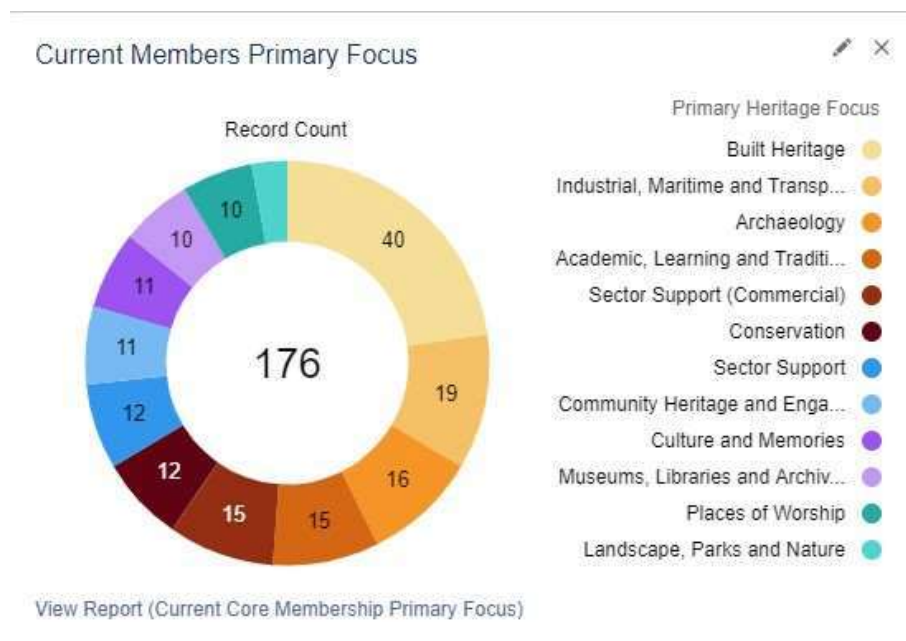
We will maintain and develop high quality information resources on policy, good practice and research. We will broker networking and collaboration within and beyond the sector to catalyse new ways of working, support shared learning and skills/career development; and promote the importance and value of the sector.

Our growing membership engaging all parts of the sector

“As Chief Executive, and on behalf of our Trustees, staff, and volunteer team, we are immensely grateful for your continued support. Thank you for all the support, updates and information that our membership of The Heritage Alliance has provided over the past year.” (Matthew Mees, **Old Royal Naval College**)

The Heritage Alliance gained 23 new organisational members (to 176 members) in 2021-22 with a growing number of single-location and regional bodies joining our ranks. This strengthened our unique position to gather and represent the views, case studies and insights and in turn, represent the broadest spectrum of the independent heritage sector. Our close interactions with members, our team’s accessibility and flexibility enabled us to gather insights and experiences across the breadth of the sector that we could unify under one umbrella. Our new support activities and groups were also able to connect and foster partnership and support between organisations isolated during the pandemic.

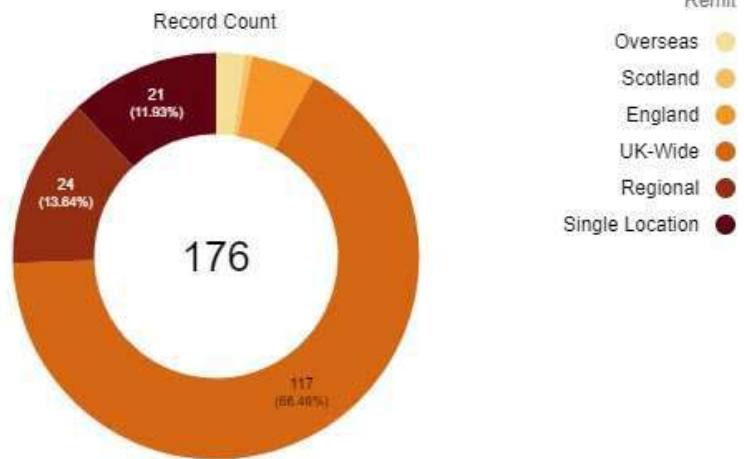
Details of our current membership



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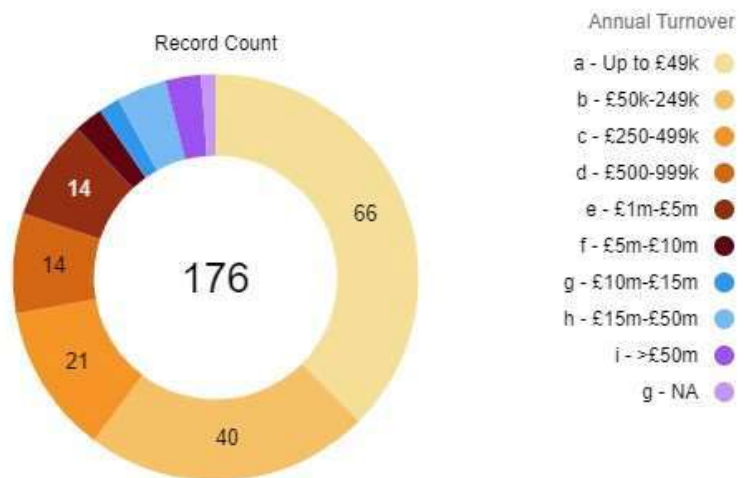
Members - Remit



[View Report \(Members - Remit\)](#)

An active membership body engaged in supporting its smaller members

Current Membership Turnover



[View Report \(Current Membership Turnover\)](#)

With 60% of our membership with a turnover of under £250k, small heritage organisations are at the heart of the Heritage Alliance. We continued to provide informal platforms to support these organisations' resilience through expert roundtables on topics such as Board Diversity and Levelling Up, specialist informal networks, as well as meet and greet sessions designed to foster partnerships and knowledge sharing.

Our Brexit and Covid hubs, alongside regular members' emails supported time poor smaller organisations in our membership to follow up-to-date guidance and news rather than having to focus resources on doing this research alone.

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New networking initiatives launched for our membership lead to new connections

"Thanks for hosting this roundtable Delphine. Great to meet other members and always learn something along the way. Great format." (Bruce Keith, **Milestone Society**)

Following the piloting of our CEO Peer Network and Expert-Led Members' Roundtables last year, we launched new regular networking roundtables for our membership. These were straightaway highly popular. Most months, a second session was required due to demand. As a result, participants were able to identify joint challenges and opportunities and forged new networks and contacts. In addition, we are trialing new special interest networks with the archaeology sector. Our CEO gathered the archaeological bodies in our membership to determine their needs from the Alliance around events such as the proposed closure of the University of Sheffield Archaeology Department. This resulted in new quarterly informal meetings providing a space for collaborative working and which led to productive insight to Government on Cultural Heritage Capital.

Providing high quality information to the sector

"I don't know how much feedback you get to your email updates but please be assured that they are a lifeline to those of us who persevere with the many small heritage projects across the country." (Bob Evans, **Friends of Newport Ship**)

We maintained our high-quality information services to the sector, through Heritage Update, our fortnightly newsletter reaching 14,000 inboxes, our social media engagement (now reaching over 32,000 followers across a number of channels) and through our CEO's members emails, offering her insights directly to our members every fortnight. We saved the sector time and resources, through our news digests and our COVID and Brexit Hubs. For example, this provided time-poor organisations with accessible ways of understanding the impact of the Spending Review on their sector and their own organisations.

Heritage Update, a trusted source of vital insights

"This is a considerable improvement. Clearer, more concise and informative. I speak with a little experience having been one of the 4 founding Trustees of Heritage Link." (former Trustee)

The Heritage sector has faced unprecedented challenges over the past few years with the Covid-19 pandemic and Brexit, and Heritage Update has provided a space for the Heritage Alliance to meet a need for clear, regular and reliable updates and insights during periods of uncertainty. Our fortnightly newsletter provided a vital means of communicating important guidance from Government and key sector bodies, valued by sector and Government alike.

Analysis of our engagement stats shows that Heritage Update continues to be read in detail, with individual users clicking through to hundreds of different external web pages from content across the newsletter, indicating that many continue to use this as their main source of heritage news. A total of 65,658 clicks to external links have been recorded across issues of the newsletter during the last year (2021), up 11,542 from last year (2020).

In 2021, the Policy and Communications Team embarked on a series of improvements to refresh Heritage Update and increase its accessibility and relevance. The team revised the layout of the newsletter in January 2021 to feature a headline section for latest developments around Covid-19, including a fortnightly summary of key guidance updates, as well as a sub-section for Government announcements around Brexit and Immigration of key importance to the sector.

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Our event programme, catalysing connections and innovation

Heritage Day: a celebration of the heritage sector

"Thank you for arranging yesterday – it was so good to be together again with so many like-minded folk and with lots of good conversations had, which have not been had for far too long." (Debbie Dance, **Oxford Preservation Trust**)

Our annual flagship event, Heritage Day, was once again a real celebration of the breadth and vibrancy of the Heritage Sector held across virtual and in person sessions with 176 attendees. It provided a key platform for Heritage Minister, Nigel Huddleston MP to trail the upcoming Heritage Statement and answer sector questions, alongside hosting National Lottery Heritage Fund Chair, Simon Thurley and Heritage Alliance Chair, Pam Alexander's first public speeches to provide key insights on their perspectives around the future of the sector. Our diverse panels created a conduit between government, policy makers and heritage bodies to exchange, collaborate and learn from each other on topics such as skills and look to the future. It was also an important moment for advocacy and building relations with DCMS as well as consolidating the Heritage Alliance's relationships with members and other sector leaders. A number of practical support sessions also provided expert insight and help for attendees from board diversity to ALVA's sentiment research, Historic England's Culture and Heritage Capital work to engagement with the sector's resilience plan.

Heritage Debate provided a timely platform to engage with Levelling Up

We continued to offer events capturing the zeitgeist of the Government's policy agenda, such as our annual Heritage Debate, in November. This year, we brought voices from within and outside the sector on the timely topic of Levelling Up to raise awareness, understand practical needs of the sector, stimulate thinking, and encourage engagement of the sector around what levelling up means for heritage. The 180 live attendees were able to hear from and question a diverse panel of experts reflecting on how heritage can engage with this government agenda to the benefit of the historic environment. The event was also accompanied by a [blog site](#) sharing perspectives on Heritage and Levelling Up from professionals and academics across the sector.

Historic Environment Forum (HEF) carry valuable collaborative work

Gathering the voices of sector leaders on key topical challenges

The Historic Environment Forum (HEF) is a high-level forum, funded by Historic England and run by The Heritage Alliance, which enables collaborative working on strategic matters for the historic environment sector in England. HEF has continued to carry out valuable collaborative work during 2021-22. In partnership with The Heritage Alliance, the HEF successfully coordinated a set of Heritage Statement Virtual Roadshows over the summer, which drew together views from a broad range of sector organisations to discuss emerging ideas and priorities for potential inclusion in DCMS' Heritage Statement. The HEF continued to facilitate the sector's contribution to the Heritage Council, and its Covid Task Group continued to coordinate the sector's response to the pandemic, operating as an important conduit between the sector and Government on Covid related issues. The HEF delivered priority work through a new Sustainability and Climate Change Task Group, including the publication of its flagship report on heritage and climate change: *Heritage Responds*. The launch of the report was incredibly well received, achieving engagement across sector from all key organisations – large, small and individual 'heritage voices'.

3. Sustainability and Resilience

Building on our insights into the sector's distinctive needs we will work in partnership with others to inspire and grow the capabilities of our members, the wider sector and the Heritage Alliance itself to be more sustainable and resilient.

The Heritage Alliance

Trustees' Report

Vibrant public programmes designed by the sector and for the sector

“Before taking part in Rebuilding Heritage, 68% of applicants reported a lack of confidence in their learning. This dropped to 8% by the time they had completed the programme.” (Rebuilding Heritage Evaluation 2021)

Through 5 sector support initiatives (Rebuilding Heritage, Heritage Digital, Heritage Digital Academy, Heritage Digital Questions and the DASH Survey 2021) we provided the sector with tools, training, expert support, and evidence to equip them on their journey out of the pandemic. We supported 4157 participants, from 1962 organisations. The knowledge we gathered from these programmes was then used to enable us to advocate for the sector’s future needs, as the CEO’s Speech at Heritage Day: “Sector Support: A Bridge to Innovation” demonstrated.



Growing the sector’s confidence in their digital skills

“I forwarded recordings of the sessions or the newsletters and used the knowledge to make Word documents to share with colleagues” (Heritage Digital Participant)

Heritage Digital, funded by the National Lottery Heritage Fund, ran from July 2020 until September 2021 supporting 1090 organisations to learn new digital skills around Marketing Strategy, Communications, Rights and Technology through conferences, webinars, guides and masterclasses.

“I have gained confidence and the required information or 'road map' to take forward digital planning for the organisation. I feel able to develop and then cascade the plan within the organisation.” (Heritage Digital Academy Participant)

In August 2021 we introduced two new projects delivered by the Heritage Digital Consortium. Heritage Digital Academy, offers digital business support sessions focussed on innovation, enterprise and organisations planning. By March 2021, the project had already supported 238 heritage organisations. Heritage Digital Questions, as part of the Digital Heritage Hub project produced 40 resources on “finding, creating and sharing digital content”. The resources were launched in April 2022.

The Heritage Alliance

Trustees' Report

In March 2022, we also led in partnership with [Timmus Research](#), three workshops in Northern Ireland, taking forward the findings from the DASH Report 2021 to empower 60 participants from heritage organisations of all sizes in Northern Ireland. The workshops considered digital skills at a personal, organisational and sector level to encourage reflections, new perspective and improve ways of working around digital.

Strengthening the sector with business critical skills and support

“Well, it helped me stay sane by participating in group leadership peer to peer support, which therefore enabled me to lead our organisation.” Rebuilding Heritage Participant)

[Rebuilding Heritage](#), from September 2020, focused on heritage organisations at risk, and offered targeted support to address needs brought by the pandemic. Over the last financial year, 268 support packages were offered, in the shape of valuable 1:1 consultancy in fundraising, business planning, legal matters and communications, and group training sessions on leadership and wellbeing. It also targeted the gaps in the sector in crisis management and looked at diversity and inclusion, and wellbeing at work, by creating webinars and resources on these topics. An extension for the project was granted until September 2022 to provide further support for the project. Over the initial phase of the project 634 organisations received support.

The [Heritage Funding Directory](#), which The Heritage Alliance co-manages with the Architectural Heritage Fund, continued to be a widely used resource featuring 384 sources of funding. In 2021-22 the resource website was visited 50,957 times.

Exclusive Expert Support for the Heritage Alliance Members

Catalysing reflections and exchange through dialogue

“I thought it was a great opportunity to listen to other members’ experiences – both the highs and lows - of the cultural placemaking challenge. It was a really honest discussion! The background polling was a really effective way of collecting views and the resources shared during and after will be extremely helpful to us.” (Susie Taylor, [The Planning Lab](#))

Following on our pilot of new members benefits such as expert-led roundtables in 2020-21 we continued to expand the range of opportunities for our members. We hosted expert-led sessions on Board Diversity (chaired by Penny Wilson of [Getting on Board](#)) Levelling-Up (chaired by Jason Jones-Hall of [Five10Twelve](#)), Digital Maps and Audience Engagement (chaired by Miriam Silverman of [Humap](#)) and Masterplanning (chaired by Sarah Dowd of [Tricolor Associates](#)). These platforms for exchange were highly sought after.

For example, July’s sessions on Levelling Up provided a time and space for our membership to reflect and exchange ideas. The session equipped them with knowledge of suitable funding, and included discussions around policy barriers and possible solutions, and practical considerations for heritage organisations around Levelling Up. It provided a conduit between funders such as the Architectural Heritage Fund and small community-led organisations such as Durham-based Culture Healing Communities on the key topic of community-led change. We also piloted for the first time a [follow-up blog](#) to share learnings from the session with the wider sector.

Exclusive Expert Advice for our membership

We also continued to offer our members a number of opportunities to benefit from our affiliate members expertise on: legal matters (provided by our corporate partner Bates Wells), fundraising (provided by the Philanthropy Company), change management (provided by Tricolor Associates), immersive technologies (provided by Arcade) and copyright and intellectual property (provided by Naomi Korn Associates).

The Heritage Alliance

Trustees' Report

Significant volunteer effort secured to support the Heritage Alliance

We estimate the value of the volunteer effort which supported our operations in 2021-22 to be over £261,150. We already highlighted the crucial volunteer efforts of our advocacy groups and their Chairs. Coupled with the time given by our active trustees and organisational volunteers, we also benefited from a large investment of time from sector experts for our consultations and advocacy discussions, insight gathering, our events and our projects.

The Heritage Alliance Volunteer Contributions 2020-21		
Advocacy Groups	2,230 hours	£111,500
THA Board	1521 hours	£185,040
Sector Experts	523 hours	£26,150
Interns & Events volunteers	665 hours	£6,650
Experts of the Historic Environment Forum	869 hours	£43,450

The Heritage Alliance

Trustees' Report

4. Insights

We will develop and use our high quality, evidence-based insights into the sector and its value, impact, needs and aspirations, to lead innovation, enhance our advocacy and communications, and to support the sustainability, resilience and vibrancy of the sector.

Our advocacy work provides key insights on the sector

During this financial year our interactions with Government and Arm-length bodies remained high and valuable on both sides with real-time evidence on sector concerns being shared to inform support initiatives. In 2021-22 we held 142 meetings with Government, Parliament and Arms-Length Bodies (60% increase from 2020-21). Meetings ranged from the covid-focused Heritage Working Group and specific Heritage Statement Stakeholder Group alongside the formal Heritage Council and specialised DEFRA groups to more informal engagements on particular topics from EDI and international to climate change and planning. In recognition of the value of the insights the Alliance continues to collect from members and the wider sector, fortnightly meetings were held between THA policy leads and DCMS officials allowing increased data sharing and relationship building alongside senior-level regular catch ups.

The sector support programmes running from the Alliance during this period have generated a lot of insight and data that has supplemented that coming from our membership, leading to an informed, broad and iterative cycle of understanding and advocacy around sector needs at every level.

Our findings on Diversity in heritage lead to new thinking

Following on our roundtables on Diversity and Inclusion (jointly-run with Historic England) in Spring 2021, we surveyed the sector on the same topic in August-September. Specialist Diversity and Inclusion members and partners, such as Getting on Board, contributed to the survey design to ensure its quality. Our work on that topic this quarter culminated in our CEO chairing the Heritage Statement Roundtable on the same topic in September. This session provided decision-makers (and THA) not only with access to key organisations working on that topic but also with significant evidence gained from the wider sector.

Our sector support programmes enable a virtuous circle of insights

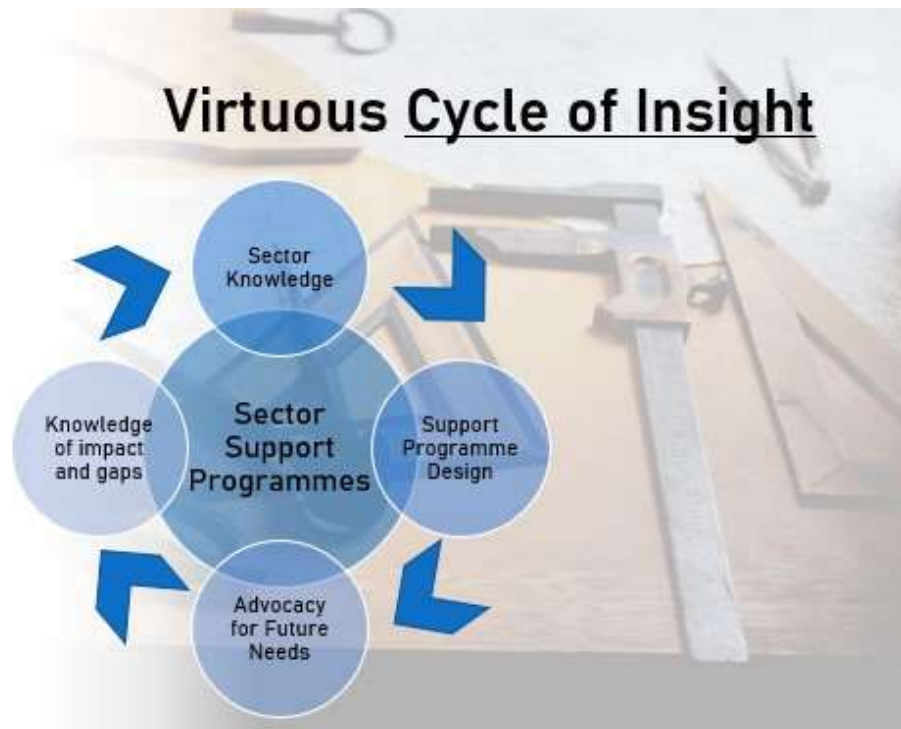
“Through running these programmes we have also been better equipped with real and immediate evidence on how participants have grown, what they have valued and where challenges and gaps remain. Anchored in evidence – the more we deliver the more we know about need – which helps us design better and ever more responsive programmes.” (Extract from The Heritage Alliance’s CEO’s keynote)

“Through running these programmes we have also been better equipped with real and immediate evidence on how participants have grown, what they have valued and where challenges and gaps remain. Anchored in evidence – the more we deliver the more we know about need – which helps us design better and ever more responsive programmes.” (Extract from The Heritage Alliance’s CEO’s keynote)

The Heritage Alliance

Trustees' Report

The
Heritage
Alliance



 @Heritage_NGOs

The Heritage Alliance CEO, Lizzie Glithero-West, highlighted in her keynote address at Heritage Day, the importance of the evidence gathered as part of the consultation, evaluation and monitoring of our sector support programmes, Heritage Digital and Rebuilding Heritage. The engagement of the sector and participants in the design, delivery and evaluation of these projects, provided clear insights in the current needs and challenges of the sector, enabling us to design more responsive programmes and helping us to be better informed advocates for the sector's strengths and needs.

DASH Survey 2021 provided insights, tools and thinking around digital and beyond.

The Heritage Alliance joined as the heritage partner for Timmus Research, for the design, promotion and evaluation of the DASH (Digital Attitudes and Skills for Heritage) Survey 2021, commissioned by the National Lottery Heritage Fund. The survey gathered the voices of 4514 staff, leaders, trustees, volunteers and freelancers from across the UK heritage sector. 416 heritage organisations signed-up for the survey providing vital intel on the shape of the sector.

New heritage segmentation framework helps map the sector better

We collaborated with Dr Tabetha Newman for the design of an improved segmentation framework to help map and understand the heritage sector. This was welcomed by the Heritage Fund who are planning to integrate the framework into their own insights work. The framework was also shared with Historic England as they are looking for new ways to map the sector.

Heritage organisations gain key data to improve their digital ways of working

We provided any participating organisations with 3 responses or more with an instant dashboard providing them insight into their organisations, followed by their full dataset in January 2021. This service (traditionally charged for in other sectors) equipped organisations with bespoke knowledge to gain transformative benefits from digital technology.

The Heritage Alliance

Trustees' Report

DASH Report 2021 provided key recommendations for the sector

“Consider how to facilitate informal discussions about digital between people, both face to face and virtually.” (DASH Report 2021, Key Recommendations)

Published in January 2021, the DASH Report offered unique insights in the sector's use of digital and beyond. It considered the sector's digital attitude and skills alongside the significance of organisation support. It created three individual digital personas (digital indifferent, generalist and enthusiast). It also reflected on the topics of innovation, leadership, the relationship between organisations and their staff, volunteers and trustees and considered the sector's preferred ways of learning.

Financial Review

The Statement of Financial Activities on page 28 shows restricted income of £777,711 and unrestricted income of £173,236.

Restricted income was £309,526 higher than the previous year, due to the number of externally funded projects that we ran.

Unrestricted income was £32,377 lower than the previous year. This includes an unrestricted income reduction of £46,005 due to the end of the H2020 project in the previous year, which had been treated as unrestricted income. Its successor, the HEF programme, is treated as restricted income. Partially offsetting this is the increase in subscriptions due to a welcome increase in member numbers.

Unrestricted costs were £24,653 higher than the previous year. The main factor was the increase in core payroll costs due to the increase in the CEO's contract from 4 to 5 days per week, and the employment costs of the Development Director and Development Officer, which had in the previous year been funded by a restricted project. Partially offsetting this was the absence of H2020 project costs due to the ending of that project in the previous year.

Governance costs for the year were £2,448. Project contributions to overheads were £115,416, compared to £72,412 in the previous year and £8,309 in 2019/20, reflecting the increase in the number of externally funded one-off projects. These project contributions represent management charges to support the projects in restricted funds,

The net surplus for the year on unrestricted funds was £47,914, down from a surplus of £61,940 the previous year.

The surplus is largely driven by contributions to overheads from one-off restricted projects, and while suitable externally funded project opportunities continue to be pursued, it is not expected that the volume of externally funded projects that we ran in 2021/22 will be repeated in 2022/23. The budget for 2022/23 has been set at just above break-even.

Reserve 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 nine months' worth of core costs as reserves being deemed sufficient to enable the 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 £269,046, being 94% of the estimated core expenditure for 2022/23 of £286,501.

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

Fundraising

The Heritage Alliance operates as a business-to-business organisation. Aside from institutional grant applications, its fundraising is primarily directed at current and potential member organisations and corporate partners, to generate membership subscriptions and sponsorship. Other fees are raised for event attendance and for advertising job vacancies. There are a small number of individual supporters, who typically decide to make a donation after attending a Heritage Alliance event. The Heritage Alliance does not actively seek out individual supporters for donations. No complaints have been received about any aspect of the Heritage Alliance's fundraising

Corporate Partners, Sponsors and Donors

We would like to thank:

Our two corporate partners, Ecclesiastical and Bates Wells for their continued support of the Heritage Alliance this year;

Our two main funders, Historic England and the National Lottery Heritage Fund;

And the following organisations for their valued support and sponsorship this year: Historic Houses Foundation, Chartered Institute for Archaeologists, Youth Hostel Association, Canal and River Trust and the Architectural Heritage Fund. We are also grateful to the members (notably the National Trust of England, Wales and Northern Ireland) and other individual supporters and organisations who, in addition to their membership fees, sent additional donations to support our activities this year.

The annual report was approved by the trustees of the charity on 19 Oct 2022 and signed on its behalf by:



.....
Ms P E Alexander OBE (Chair)
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 ~~19 Oct 2022~~ and signed on its behalf by:



.....
Ms P E Alexander OBE (Chair) (Acting Chair)
Trustee

The Heritage Alliance

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

I report to the group trustees on my examination of the consolidated accounts of The Heritage Alliance and its subsidiary undertakings for the year ended 31 March 2022 which are set out on pages 28 to 47.

Respective responsibilities of trustees and examiner

As the trustees of the group and also its directors for the purposes of company law you are responsible for the preparation of the consolidated accounts of The Heritage Alliance in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of The Heritage Alliance 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 the consolidated 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.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the accounts. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently I express no opinion as to whether the consolidated accounts present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement

Since The Heritage Alliance'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, which is one of the listed bodies.

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

1. accounting records were not kept in respect of The Heritage Alliance 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 accounting 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.

The Heritage Alliance

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



.....
Duncan Leslie (FCA)
the Institute of Chartered Accountants in England and Wales

North Quay House
Sutton Harbour
Plymouth
Devon
PL4 0RA

Date: 28/11/2022

The Heritage Alliance

Consolidated Statement of Financial Activities

Year Ended 31 March 2022

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

	Note	Unrestricted funds £	Restricted funds £	Total 2022 £
Income and Endowments from:				
Donations and legacies	3	5,373	57	5,430
Charitable activities	4	167,800	777,654	945,454
Investment income	5	63	-	63
Total income		<u>173,236</u>	<u>777,711</u>	<u>950,947</u>
Expenditure on:				
Charitable activities	6	<u>(240,738)</u>	<u>(646,520)</u>	<u>(887,258)</u>
Total expenditure		<u>(240,738)</u>	<u>(646,520)</u>	<u>(887,258)</u>
Net (expenditure)/income		(67,502)	131,191	63,689
Transfers between funds		<u>115,416</u>	<u>(115,416)</u>	-
Net movement in funds		47,914	15,775	63,689
Reconciliation of funds				
Total funds brought forward		<u>221,132</u>	<u>10,059</u>	<u>231,191</u>
Total funds carried forward	18	<u><u>269,046</u></u>	<u><u>25,834</u></u>	<u><u>294,880</u></u>

The notes on pages 33 to 47 form an integral part of these financial statements.

The Heritage Alliance

Consolidated Statement of Financial Activities

Year Ended 31 March 2022

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

For comparative purposes

	Note	Unrestricted funds £	Restricted funds £	Total 2021 £
Income and Endowments from:				
Donations and legacies	3	3,948	75	4,023
Charitable activities	4	201,525	468,110	669,635
Investment income	5	140	-	140
Total income		<u>205,613</u>	<u>468,185</u>	<u>673,798</u>
Expenditure on:				
Charitable activities	6	<u>(216,085)</u>	<u>(466,213)</u>	<u>(682,298)</u>
Total expenditure		<u>(216,085)</u>	<u>(466,213)</u>	<u>(682,298)</u>
Net (expenditure)/income		(10,472)	1,972	(8,500)
Transfers between funds		<u>72,412</u>	<u>(72,412)</u>	-
Net movement in funds		61,940	(70,440)	(8,500)
Reconciliation of funds				
Total funds brought forward		<u>159,192</u>	<u>80,499</u>	<u>239,691</u>
Total funds carried forward	18	<u><u>221,132</u></u>	<u><u>10,059</u></u>	<u><u>231,191</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 2022

	Note	2022 £	2021 £
Current assets			
Stocks	13	120	120
Debtors	14	19,377	18,395
Cash at bank and in hand		<u>404,593</u>	<u>343,619</u>
		424,090	362,134
Creditors: Amounts falling due within one year	15	<u>(129,210)</u>	<u>(122,943)</u>
Total assets less current liabilities		294,880	239,191
Creditors: Amounts falling due after more than one year	16	<u>-</u>	<u>(8,000)</u>
Net assets		<u>294,880</u>	<u>231,191</u>
Funds of the group:			
Restricted income funds			
Restricted funds		25,834	10,059
Unrestricted income funds			
Unrestricted funds		<u>269,046</u>	<u>221,132</u>
Total funds	18	<u>294,880</u>	<u>231,191</u>

The financial statements on pages 28 to 47 were approved by the trustees, and authorised for issue on 19 Oct 2022 and signed on their behalf by:



.....
Ms P E Alexander OBE (Chair)
Trustee

Company Registration Number: 04577804

The Heritage Alliance

Balance Sheet

31 March 2022

	Note	2022 £	2021 £
Fixed assets			
Investments		1	1
Current assets			
Stocks	13	120	120
Debtors	14	19,377	18,395
Cash at bank and in hand		404,593	343,619
		<u>424,090</u>	<u>362,134</u>
Creditors: Amounts falling due within one year	15	<u>(129,211)</u>	<u>(122,944)</u>
Net current assets		<u>294,879</u>	<u>239,190</u>
Total assets less current liabilities		294,880	239,191
Creditors: Amounts falling due after more than one year	16	<u>-</u>	<u>(8,000)</u>
Net assets		<u>294,880</u>	<u>231,191</u>
Funds of the charity:			
Restricted income funds			
Restricted funds		25,834	10,059
Unrestricted income funds			
Unrestricted funds		<u>269,046</u>	<u>221,132</u>
Total funds	18	<u>294,880</u>	<u>231,191</u>

For the year ending 31 March 2022 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit for the year ending 31 March 2022 in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The net movement in funds of the charity is the same as the group.

The financial statements on pages 28 to 47 were approved by the trustees, and authorised for issue on 19 Oct 2022 and signed on their behalf by:



.....
Ms P E Alexander OBE (Chair)
Trustee

Company Registration Number: 04577804

The notes on pages 33 to 47 form an integral part of these financial statements.

The Heritage Alliance

Statement of Cash Flows

Year Ended 31 March 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net income/(expenditure) for the year		63,689	(8,500)
Working capital adjustments			
(Increase)/decrease in debtors	14	(982)	2,049
(Decrease)/increase in creditors	15	(19,437)	30,244
Increase/(decrease) in deferred income	16	<u>17,704</u>	<u>(37,028)</u>
Net cash flows from operating activities		<u>60,974</u>	<u>(13,235)</u>
Net increase/(decrease) in cash and cash equivalents		60,974	(13,235)
Cash and cash equivalents at 1 April		<u>343,619</u>	<u>356,854</u>
Cash and cash equivalents at 31 March		<u><u>404,593</u></u>	<u><u>343,619</u></u>

All of the cash flows are derived from continuing operations during the above two periods.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

1 Charity status

The charity is limited by guarantee, incorporated in England & Wales, and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

The address of its registered office is:

C/O Francis Clark
North Quay House
Plymouth
Devon
PL4 0RA

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 2019) - (Charities SORP (FRS 102)). They also comply with the Companies Act 2006 and Charities Act 2011.

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..

Going concern

The trustees consider that there are no material uncertainties about the group's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the group. The recent financial performance and position has been discussed in the Trustees' Report. The accounts are prepared on the going concern basis.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

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 (except membership fees) 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.

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 or
- Membership fees for the full calendar year are deferred to spread across the financial years they apply to. Similarly, where unrestricted grants or donations are received from donors who stipulate that the grant or donation covers a certain time period, such income is spread across financial years in accordance with the donor's stipulations.

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 2022/23 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.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

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.

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.

Stock

Stock is valued at the lower of cost and estimated selling price less costs to complete and sell, after due regard for obsolete and slow moving stocks.

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.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

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.

All employer contributions are made into Defined Contribution schemes. The Heritage Alliance has no involvement in, or liabilities towards, any Defined Benefit scheme.

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.

Such instruments are initially measured at transaction price, including transaction costs, and are subsequently carried at the undiscounted amount of the cash or other consideration expected to be paid or received, after taking account of impairment adjustments.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

3 Income from donations and legacies

	Unrestricted general funds £	Restricted funds £	Total 2022 £	Total 2021 £
Donations and legacies;				
Donations from individuals	5,373	57	5,430	4,023
	<u>5,373</u>	<u>57</u>	<u>5,430</u>	<u>4,023</u>

4 Income from charitable activities

	Unrestricted general funds £	Restricted funds £	Total 2022 £
Grants	62,985	759,565	822,550
Subscriptions	68,962	4,021	72,983
Income from update bulletin	5,900	-	5,900
Sponsorship	24,800	3,397	28,197
Income from events	5,153	10,671	15,824
	<u>167,800</u>	<u>777,654</u>	<u>945,454</u>

	Unrestricted general funds £	Restricted funds £	Total 2021 £
Grants	62,985	461,748	524,733
Subscriptions	60,239	1,028	61,267
Income from Heritage 2020 support	46,005	-	46,005
Income from update bulletin	4,165	-	4,165
Sponsorship	23,629	4,267	27,896
Income from events	4,502	1,067	5,569
	<u>201,525</u>	<u>468,110</u>	<u>669,635</u>

5 Investment income

	Unrestricted general funds £	Total 2022 £	Total 2021 £
Other investment income	63	63	140
	<u>63</u>	<u>63</u>	<u>140</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

6 Expenditure on charitable activities

	Unrestricted general funds £	Restricted £	Total 2022 £	Total 2021 £
Salaries and National Insurance	112,642	177,644	290,286	266,381
Project expenses	-	468,876	468,876	272,846
Support costs	128,096	-	128,096	143,071
	<u>240,738</u>	<u>646,520</u>	<u>887,258</u>	<u>682,298</u>

	Activity undertaken directly £	Activity support costs £	2022 £	2021 £
Heritage projects	<u>759,162</u>	<u>128,096</u>	<u>887,258</u>	<u>682,298</u>

Included within the expenditure analysed above, there are also governance costs of £2,448 (2021 - £2,448). See note 7 for further details.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

7 Analysis of governance and support costs

Charitable activities expenditure

	Unrestricted general funds £	Total 2022 £	Total 2021 £
Salaries and National Insurance	70,016	70,016	50,176
Rent, rates and services	16,724	16,724	16,500
Professional fees	569	569	33,698
Printing, postage and stationery	236	236	246
Telephone	3,290	3,290	3,066
Travel and subsistence	245	245	122
Insurance	1,269	1,269	1,757
Other expenses	11,478	11,478	2,558
Subscriptions to external bodies	809	809	1,287
AGM, national and regional events	9,483	9,483	11,079
Bank charges	271	271	171
Computer expenses	11,258	11,258	19,963
Governance costs	2,448	2,448	2,448
	<u>128,096</u>	<u>128,096</u>	<u>143,071</u>

Governance costs

	Unrestricted general funds £	Total 2022 £	Total 2021 £
Independent examiner fees			
Examination of the financial statements	<u>2,448</u>	<u>2,448</u>	<u>2,448</u>
	<u>2,448</u>	<u>2,448</u>	<u>2,448</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 2022

8 Trustees' remuneration and expenses

1 trustee received reimbursements of travel and subsistence expenses in the current year totalling £24 (2021 - No trustees, £nil).

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

9 Staff costs

The aggregate payroll costs were as follows:

	2022	2021
	£	£
Staff costs during the year were:		
Wages and salaries	314,330	280,969
Social security costs	25,201	20,327
Pension costs	20,770	15,302
	<u>360,301</u>	<u>316,598</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:

	2022	2021
	No	No
Full and part time employees	<u>12</u>	<u>11</u>

12 (2021 - 11) of the above employees participated in the Defined Contribution Pension Schemes.

The number of employees whose emoluments fell within the following bands was:

	2022	2021
	No	No
£60,001 - £70,000	<u>1</u>	<u>-</u>

The total employee benefits of the key management personnel of the group were £71,614 (2021 - £50,217).

10 Independent examiner's remuneration

	2022	2021
	£	£
Examination of the financial statements	<u>2,448</u>	<u>2,448</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

11 Taxation

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

12 Fixed asset investments

Charity

Shares in group undertakings and participating interests

	Subsidiary undertakings £	Total £
Cost		
At 1 April 2021	<u>1</u>	<u>1</u>
At 31 March 2022	<u>1</u>	<u>1</u>
Net book value		
At 31 March 2022	<u>1</u>	<u>1</u>
At 31 March 2021	<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
			2022	2021	
Subsidiary undertakings					
Heritage Alliance Trading Limited	England and Wales	Ordinary shares	100%	100%	Dormant company

The address of its registered office is: C/O Francis Clark, North Quay House, Plymouth, Devon, PL4 0RA, United Kingdom.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

13 Stock

	2022	Group	2022	Charity
	£	2021	£	2021
	£	£	£	£
Stocks	<u>120</u>	<u>120</u>	<u>120</u>	<u>120</u>

14 Debtors

	2022	Group	2022	Charity
	£	2021	£	2021
	£	£	£	£
Trade debtors	18,089	17,382	18,089	17,382
Prepayments	1,034	750	1,034	750
Other debtors	<u>254</u>	<u>263</u>	<u>254</u>	<u>263</u>
	<u>19,377</u>	<u>18,395</u>	<u>19,377</u>	<u>18,395</u>

15 Creditors: amounts falling due within one year

	2022	Group	2022	Charity
	£	2021	£	2021
	£	£	£	£
Trade creditors	24,783	24,678	24,783	24,678
Other taxation and social security	-	7,148	-	7,148
Other creditors	390	304	391	305
Accruals	36,211	40,691	36,211	40,691
Deferred income	<u>67,826</u>	<u>50,122</u>	<u>67,826</u>	<u>50,122</u>
	<u>129,210</u>	<u>122,943</u>	<u>129,211</u>	<u>122,944</u>

Deferred income

Group	2022
	£
Deferred income at 1 April 2021	(50,122)
Resources deferred in the period	(81,013)
Amounts released from previous periods	<u>63,309</u>
Deferred income at 31 March 2022	<u>(67,826)</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

	2022
	£
Charity	
Deferred income at 1 April 2021	(50,122)
Resources deferred in the period	(81,013)
Amounts released from previous periods	<u>63,309</u>
Deferred income at 31 March 2022	<u><u>(67,826)</u></u>

16 Creditors: amounts falling due after one year

	2022	Group	2022	Charity
	£	2021	£	2021
	£	£	£	£
Other creditors	<u>-</u>	<u>8,000</u>	<u>-</u>	<u>8,000</u>

17 Commitments

Group and Charity

Commitments under operating leases

The total amount contracted for but not provided in the financial statements was £Nil (2021 - £4,125).

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

18 Funds

Group and Charity

	Balance at 1 April 2021 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2022 £
Unrestricted funds					
<i>General</i>					
Charity and group	221,132	173,236	(240,738)	115,416	269,046
Restricted funds					
Heritage Funding					
Directory Project	837	2,800	(583)	(1,000)	2,054
HRB	17,139	7,475	(1,134)	(2,060)	21,420
Philanthropy	333	-	(200)	-	133
Resilience	22,385	-	(24,055)	-	(1,670)
Digital	(27,525)	146,538	(109,257)	(9,756)	-
HEF Capacity Building	7,940	110,429	(91,253)	(20,933)	6,183
Rebuilding	(11,050)	435,239	(375,867)	(54,528)	(6,206)
Digital Innovation	-	52,000	(39,090)	(8,990)	3,920
Digital Academy	-	9,730	-	(9,730)	-
DASH	-	13,500	(5,081)	(8,419)	-
Total restricted funds	<u>10,059</u>	<u>777,711</u>	<u>(646,520)</u>	<u>(115,416)</u>	<u>25,834</u>
Total funds	<u>231,191</u>	<u>950,947</u>	<u>(887,258)</u>	<u>-</u>	<u>294,880</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2021 £
Unrestricted funds					
<i>General</i>					
Charity and group	159,192	205,613	(216,085)	72,412	221,132
Restricted funds					
Heritage Funding					
Directory Project	4,573	-	(2,736)	(1,000)	837
HRB	17,176	2,270	(247)	(2,060)	17,139
Philanthropy	333	-	-	-	333
Resilience	24,205	67,280	(69,100)	-	22,385
Travel Grant scheme	2,001	-	(2,001)	-	-
Digital	(828)	101,683	(113,833)	(14,547)	(27,525)
HEF Capacity Building	33,039	70,657	(77,269)	(18,487)	7,940
Oxford University	-	4,167	(4,167)	-	-
Rebuilding	-	222,128	(196,860)	(36,318)	(11,050)
Total restricted funds	<u>80,499</u>	<u>468,185</u>	<u>(466,213)</u>	<u>(72,412)</u>	<u>10,059</u>
Total funds	<u>239,691</u>	<u>673,798</u>	<u>(682,298)</u>	<u>-</u>	<u>231,191</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

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 £2,800 p.a. from the Historic Houses Association.

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. Digital is a new project to be funded by National Lottery Heritage Fund which commenced in the current year but had upfront costs in the prior year before the project grant was received.

7. HEF Capacity Building is a new grant which commenced in 2021 and is funded by Historic England and managed by The Heritage Alliance. It brings together senior members of staff from public and non-government bodies to work collaboratively on strategic matters for the historic environment sector in England.

8. Oxford University was a small project undertaken in year to assist their heritage experts to provide support to the sector during Covid.

9. Rebuilding is a new project obtained in 2021 which will be funded by the National Lottery Heritage Fund which offers targeted support or help heritage organisations to respond to the challenges of the Covid-19 pandemic in the form of support packages. In addition an open access programme is being run with webinars being delivered on a range of related topics supporting organisational resilience.

10. Digital Innovation is a 16 month sector support project delivered by the Heritage Digital Consortium to support small heritage organisations embed digital strategy and innovation through cohort training. The project is led by Charity Digital and the Heritage Alliance provides consultancy to ensure the programme is bespoke to the Heritage sector.

11. Digital Academy is a 12 month resource development project delivered by the Heritage Digital Consortium, providing answers to the sector's key digital questions through resources. We focused on the topics of "creating, finding and sharing digital content", Heritage Alliance was lead partner. This project fits under the wider Digital Heritage Hub delivered in partnership with Arts Marketing Association and the University of Leeds.

12. DASH is a digital skill survey reviewing digital skills and aptitudes in the heritage sector. The project was led by Timmus Research with the Heritage Alliance providing consultancy to market the survey, tailor it to the heritage sector and co-author the report accompanying the survey results.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2022

19 Analysis of net assets between funds

Group

	Unrestricted funds General £	Restricted funds £	Total funds at 31 March 2022 £
Current assets	398,256	25,834	424,090
Current liabilities	<u>(129,210)</u>	<u>-</u>	<u>(129,210)</u>
Total net assets	<u>269,046</u>	<u>25,834</u>	<u>294,880</u>

	Unrestricted funds General £	Restricted funds £	Total funds at 31 March 2021 £
Current assets	352,075	10,059	362,134
Current liabilities	(122,943)	-	(122,943)
Creditors over 1 year	<u>(8,000)</u>	<u>-</u>	<u>(8,000)</u>
Total net assets	<u>221,132</u>	<u>10,059</u>	<u>231,191</u>

20 Related party transactions

Group and Charity

There were no related party transactions in the year.

21 Control

The ultimate controlling party is the Trustees.