

The Heritage Alliance

Annual Report and Financial Statements Year Ended 31 March 2023

Company registration number: 04577804

Charity registration number: 1094793

The Heritage Alliance

Contents

Reference and Administrative Details	1
Trustees' Report	2 to 36
Independent Examiner's Report	37 to 38
Consolidated Statement of Financial Activities	39 to 40
Consolidated Balance Sheet	41
Balance Sheet	42
Statement of Cash Flows	43
Notes to the Financial Statements	44 to 57

The Heritage Alliance

Reference and Administrative Details

Trustees	Ms P E Alexander OBE (Chair, passed away 7 April 2023) Dr I H Samuel OBE (appointed Acting Chair 7 April 2023) Mr C M B Sutton (Treasurer) Mr P Aiers OBE Rear Admiral R A G Clare CBE DL Mr J H Cleary OBE (resigned 22 February 2023) Dr K O Dabiri Mr J D Probert Ms A H Purkiss Ms K Streeter Ms J Wills Mr S M Oates (appointed 22 February 2023) Dr C Mahal (appointed 22 February 2023) Mr D C Eiloart (co-opted 28 September 2023, subject to ratification at next AGM)
Secretary	Ms E Glithero-West
Chief Executive:	Ms E Glithero-West
Charity Registration Number	1094793
Company Registration Number	04577804
Registered Office	The charity is incorporated in England & Wales. St Martin Ludgate Ludgate Hill London England EC4M 7DE
Independent Examiner	Francis Clark LLP Melville Building East Unit 18, 23 Royal William Yard Plymouth Devon PL1 3GW
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

The Heritage Alliance

Trustees' Report

Chair's Foreword

“Right from the beginning we have been your Alliance. We are here because of you and for you. The work we do is not just for our members, it is also with our members for the benefit of the wider sector. Together our thinking and insights are stronger and your input helps us to be most effective.”

Ingrid Samuel OBE, 2023 Heritage Alliance AGM

In this our 20th anniversary year it is important to look back and celebrate the exceptional journey that an Alliance, born from collaboration and voluntary effort, has made to this point, and to thank everyone who has been a part of our work throughout this period. In a letter of support at our launch in 2002, Baroness Blackstone, then Minister for the Arts wrote, “there are many policy challenges in the year ahead... as a collective voice you can influence the way we manage the historic environment in the future. It is down to you as members of Heritage Link to make it work”. As we now look back on another busy and challenging year for the sector as it emerged from a pandemic and was plunged into a cost-of-living crisis, the necessary message remains the same – we are stronger when we work together. And so, we are grateful to our members, colleagues, funders and partners for their continued engagement and support.

At the time of writing this foreword and looking ahead to a general election in 2024, I'm pleased to say that we now count over 200 organisations amongst our membership. We are proud that our membership makeup is broad and deep and that there is a place, support and role here for the full range of organisations with a passion for heritage. We are working to ever-broaden the voices and perspectives amongst us, including through our growing affiliate membership and also the number of individual sites, academic members and those representing a wide and diverse range of community interests in heritage.

At the Alliance we remain acutely aware of the challenges the sector is facing, as well as the great work that is being delivered up and down the country, and we work hard to gather and feed evidence of this through to Government and to represent our members, their needs and priorities on the Government's Heritage Council and in ongoing conversations at various levels across Parliament and with other sectors. Our [new Heritage Manifesto 2023](#) demonstrates the immense value our sector brings to economy, society and to the environment as well as articulating a set of clear asks to ensure we can continue to do so.

During the last financial year, it's a considerable collective achievement that Government recognised heritage as one of the sectors for active support due to its public impact and necessary energy use. We are grateful to Historic England for enabling an evidence desk to run at the Alliance, to gather evidence of costs and impacts. Alongside other immediate funding concerns, we continue to press the case for VAT reform that is important to the sector in its broadest sense with a renewed emphasis on the potential benefits to climate adaptation and the opportunities for levelling up. We have also seen a Levelling Up and Regeneration Bill recently receive Royal Assent with a heritage chapter and commitments to fulfil a long-term ask of the sector: statutory Historic Environment Records. 2022-3 saw a collective sector endeavour around the Bill - we gave evidence in the Public Bill Committee and briefed the House of Lords – working with members to achieve positive Government amendments.

The Heritage Alliance

Trustees' Report

With 3 heritage ministers and 3 prime ministers - and a new King – all taking office during the reporting year, it has been a turbulent time in politics, set to continue with an election on the horizon. We have produced **over 20 very high quality and influential summaries, consultation responses and policy papers** in 2022, documenting the rollercoaster of changes as well as the role of heritage in delivering public good. Our members continue to provide us with important evidence of jeopardy and inspiring case studies of great practice. These have been fed into our regular discussions with decision-makers. Our small team held almost 250 meetings with Arms-Length Bodies, Government and the two Houses of Parliament in 2022/3, demonstrating a higher degree of influence and attention since the pandemic. We have also met with our members almost 600 times in this period.

We have continued to deliver crucial sector support through our National Lottery Heritage funded programmes which included the Heritage Digital Academy, which concluded last autumn after helping over 500 organisations and over 1350 individuals to build digital solutions to support innovation, enterprise and organisational business planning. Our consortium, Heritage Digital also launched 40 new resources on the Digital Heritage Hub in May 2022. Meanwhile through Rebuilding Heritage, we continued to respond flexibly to the changing needs of organisations during the pandemic and Cost-of-Living challenges. This programme helped build confidence and resilience in almost 900 organisations in communications and business planning, fundraising, leadership, wellbeing, inclusion, and hybrid working over the last three years.

Our members often tell us how much they value the opportunities we provide to meet and share with each other. This year we continued to host our active policy groups and we also fostered positive collaboration and exchange through our public and members events and networks. We are very grateful to all our members and also to our funders, sponsors and corporate partners acknowledged throughout this report for their invaluable support.

I'd also like to take this opportunity on behalf of the Board and executive to recognise our hard working and creative team at the Alliance and to remember Pam Alexander, our Heritage Alliance Chair who sadly passed away in April 2023. Our Chair since November 2021, Pam had a distinguished career within the civil service, planning and heritage. She was passionate about connecting these spheres and championing heritage as an agent of positive change. Pam's energy and strategic vision made a real contribution to the Heritage Alliance, as have so many of our wonderful chairs, trustees, staff and members over our twenty-year history. It is right therefore that I close with the words of others, and a thank you to an organisation that has been here, with and for the sector for two decades.

“Congratulations Heritage Alliance on 20 years speaking up for our historic environment & bringing the extraordinary network of people & organisations who care about it together - exceeds our wildest expectations when setting it up...”

Tony Burton, former Trustee of the Heritage Alliance

“I really wanted to record what a huge success it has turned out to be and how much credit is due to the staff, volunteers and supporting organisations. At the outset it was far from clear it would survive beyond five years.”

Phillip Venning OBE, former Trustee of The Heritage Alliance

Signed by: 

Date: Dec 12, 2023

The Heritage Alliance

Trustees' Report

Introduction

The Trustees submit their report and the unaudited financial statements for the year ended 31 March 2023. 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.

In preparing this report, we would also like to take this opportunity as Trustees to remember Pam Alexander, our Heritage Alliance Chair who sadly passed away in April 2023. Our Chair since November 2021, Pam had a distinguished career within the civil service, planning and heritage. She was passionate about connecting these spheres and championing heritage as an agent of positive change. Pam's energy and strategic vision made a real contribution to the Heritage Alliance, as have so many of our wonderful chairs, trustees, staff and members over our twenty-year history.

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.

Pamela Alexander, Heritage Alliance Chair, passed away on 7 April 2023 and Deputy Chair Ingrid Samuel became Acting Chair. Dr Chandan Mahal and Stephen Oates were elected as new Alliance Trustees at the AGM on 11 February 2023, and Henry Cleary OBE stepped down at his term end on the same date.

At 31 March 2023, 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), Ms J Wills, Mr P Aiers OBE, Rear Admiral R Clare CBE DL, Ms K Streeter, Mr J Probert, Dr K Dabiri, Ms A Purkiss, Dr C Mahal, Mr S Oates. A further trustee, Mr D Eiloart was co-opted to the Board on 28 September 2023, subject to ratification at the next AGM.

The Board met formally in April, July, October 2022 and January 2023 with an additional EDI-focused coaching session in March 2023.

The Heritage Alliance

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.

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.

Over the next 3 years, the Alliance will work to realise our shared vision and ensure the continuing sector re-emergence 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 found here (<https://www.theheritagealliance.org.uk/about/our-strategy>).

The Heritage Alliance

Trustees' Report

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

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.

Current Advocacy Groups:

- Rural Heritage
- Spatial Planning (Sponsored by The Chartered Institute for Archaeology)
- Funding and Investment
- Mobile Heritage
- Skills, Education and Engagement

The Heritage Alliance

Trustees' Report



Working Groups:

- Marine Heritage
- Tax

Special Interest Groups:

- Archaeology
- CEO Peer Support

The Historic Religious Building Alliance (HRBA) 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. Further information concerning the activities of the HRBA may be found at <https://www.hrballiance.org.uk/>.

Communications Activities:

- **Heritage Update** – our fortnightly newsletter, supported by the Historic Houses Foundation, 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, event content, 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:

The Heritage Alliance

Trustees' Report

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;

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);

Digital Heritage Hub: National Lottery Heritage Fund-funded directory of resources (managed by Arts Marketing Association) for which we led the 'Finding, sharing and creating digital content' section;

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

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:

The Heritage Digital Consortium, funded by the National Lottery Heritage Fund, supports organisations to learn new digital skills around Marketing Strategy, Communications, Rights and Technology through conferences, webinars, guides and masterclasses.

- Heritage Digital Academy (Aug 2021-Oct 2022), offered 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. The project was extended until May 2023 to provide support for heritage organisations facing the Cost-of-Living Crisis.

Innovation: Explore (Feb 2023-Aug 2023). We received funding through an Innovation Grant from the National Lottery Heritage Fund to research the heritage sector's access to business support information, looking specifically at signposting behaviour by sector support organisations and how we can help to make sharing and finding trusted information easier.

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's domestic entries were completely updated during 2022 as part of the Rebuilding Heritage extension.

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.

The Heritage Alliance

Trustees' Report

Achievements and Performance 2022-23 - Key Highlights

Advocacy

- With a return of the Heritage Council, The Heritage Alliance was at the heart of sector discussion at these meetings and able to represent the part of our membership who themselves are not present around the table. We spoke on key items around the Levelling Up and Regeneration Bill, fiscal incentives on the repair and maintenance of historic buildings in the context of net zero, and Energy Security;
- Our CEO was invited to speak as the heritage voice at the Commons Public Bill Committee for the Levelling Up and Regeneration Bill (Q1) and we continued to coordinate heritage advocacy on the Bill throughout the year, making the case to the sector and the Government for the continued inclusion of the heritage chapter (Q2);
- We took part in a panel launching the All-Party Parliamentary Group for Conservation, Places People's first report and were cited heavily in that publication (Q2);
- We facilitated discussion, analysed impacts and coordinated approaches to the new Truss Government's announcements around cost of living, planning and investment zones and potential U-turns on the environment (Q2-3);
- The Heritage Alliance and Historic England coordinated the Heritage response to the BEIS review of the Energy Bill Relief Scheme (EBRS), drawing profit and loss information from the full breadth of the sector. This resulted in heritage being one of the sectors identified for additional support with energy bills (Q3);
- We built working relationships with new Government Ministers, including holding a 1:1 introductory meeting with Lord Parkinson, new Heritage Minister, and a roundtable with Lucy Frazer, the new Culture Secretary. We also joined meetings on heritage fuels and DEFRA matters;
- We provided advice to DCMS on work to date on the need for VAT reform around repair and maintenance, with DCMS ministers expressing support in principle (Q4).

In Numbers:

- 15 Advocacy Groups Delivered;
- 243 Meetings with Government and Arms-Length Bodies;
- 7 Consultation responses delivered;
- 14 Policy documents or summaries published.

Communicating and Connecting

- We ran a communications campaign to unpack our new strategy on Social Media (Q1);
- We ran a successful Social Media Campaign (in partnership with Vocal Eyes) on how heritage sites can be more accessible to deaf, disabled and neurodivergent visitors (Q2);
- We kept the sector updated as events progressed throughout the Cost-of-Living Crisis and the Demise of the Queen (Q2) and with the Government's announcements around Planning and Investment Zones through a period which saw 3 heritage ministers and 2 prime ministers (Q3);
- Heritage Debate 2022 was the liveliest on record, with the second-largest attendance. The event was rated 4 out of 5 stars and 92% of survey respondents will consider the event's discussions in the context of their job or organisation (Q3);
- We gathered great member engagement around Heritage Debate with over 20 blogs on future perspectives for the Sector (Q3);

The Heritage Alliance

Trustees' Report

- Heritage Day was attended by over 200 heritage stakeholders across two days (one virtual and one in person). It scored 4.3 out of 5 stars in evaluation, with a lot of positive feedback on the opportunity it provided for connections. As part of Heritage Day, we celebrated The Heritage Alliance's 20th Anniversary (Q4);
Our successful member-only events with our popular "meet and greet" sessions (now sponsored by affiliate member Circle Insurance Services), a regular CEO-peer group, a new quarterly HR surgery with Bates Wells and a quarterly archaeology special interest group (in addition to regular advocacy groups), have added a significant diversity to our offer to members;
- We continue to be an engaged and active member of the Historic Environment Forum. The HEF team has recently published the Heritage Sector Resilience Plan and the Overview section of Heritage Counts, looking back over activities in the sector in the last year. The Resilience Plan will be a key document for collaborative working in the sector in the coming years and the Heritage Alliance was heavily involved in its development and is well-placed to play a leading role in its delivery.

In Numbers:

- 24 Heritage Update newsletters were published in 2022-23;
- We reached over 35,000 followers across our social media channels (Twitter, Facebook and LinkedIn)
- 32 new core and affiliate members joined the Heritage Alliance;
- 69 exclusive communications were sent to members;
- 24 members and sector networking events and roundtables were delivered;
- 585 meetings were held with Heritage Alliance Members.

Sustainability and Resilience

- We coordinated 9 expert-led sessions for our members, including new drop-in HR clinics with our corporate partner Bates Wells. An additional 12 Expert-led sessions were included as part of Heritage Day 2023;
- All UK-entries of the Heritage Funding Directory were updated (Q2);
- We moved into our new office premises at St Martin Ludgate, enabling that historic building to be open more frequently (Q1-2);
- Our consortium, Heritage Digital, launched 40 resources for the sector around 'Finding, Creating and Sharing digital content' on the Digital Heritage Hub;
Heritage Digital Academy concluded in October with a Live Conference and supported 526 unique organisations and 1359 participants around digital innovation and business planning (Q3);
- The Rebuilding Heritage Programme was extended to May 2023, with this critical extension of support focusing on Cost-of-Living. 1-2-1 support in business planning, communications and fundraising was oversubscribed (Q3-4);
- We started exploring the opportunities and challenges around signposting business support information through a National Lottery Heritage Fund Innovation Grant;
We employed a Kickstarter who then remained with our team to work on the Cost-of-Living data desk funded by Historic England, we hosted a Government 'fast streamer' and in recognition of the excellent internship experience we provide our students, we have again been officially recognised by the University of Oxford as a 2022 Gold Standard Internship Host;

The Heritage Alliance

Trustees' Report

- We have a new internal Equality, Diversity and Inclusion action plan and we have been working with Historic England on the development of a new sector support hub. We successfully recruited two new trustees, further diversifying our Board as part of this process;
- Over the course of this year, we made successful appointments of a new Head of Policy, Communications Manager, Office Manager and Finance Manager.

In Numbers

- Over the last three years, the Heritage Alliance public sector support programmes have supported over 2500 organisations and over 5400 participants;
- 9 Members Expert-Led sessions + 12 sessions were delivered as part of Heritage Day;
- The National Lottery Heritage Fund-supported Rebuilding Heritage programme delivered in total: 18 webinars, 392 packages of support, 1,260 individuals engaged; 890 heritage organisations benefited. Its legacy is 83 resources (35 articles, 37 videos, 3 podcasts, 8 infographics);
- Heritage Digital Academy (funded by the National Lottery Fund) delivered 35 workshops, 14 webinars, 1 large scale conference - supporting 526 organisations and 1359 participants;
- Heritage Digital Questions delivered: 40 resources around 'Finding, Creating and Sharing Digital Content'.

Insight

- Our CEO chaired A 'Speakers for Schools' cross-sector webinar on heritage and climate change (Q1);
- Our work was cited in a Guardian article on [Ecclesiastical's Barometer report](#) on the challenges faced by the heritage sector (Q2);
- We were successful in receiving a National Lottery Heritage Fund Innovation grant to explore the information needs of sector support organisations in the heritage sector within our membership and in the North East (Q3-4);
- In partnership with Historic England, we launched a Cost-of-Living Evidence Desk gathering evidence on the impact on the sector (Q3-Q4);
- Heritage Day provided a platform to share our insights as well as those of key stakeholders including the new Heritage Minister, Historic England, the National Lottery Heritage Fund and the new Chair of the National Trust (Q4);
- Our Senior Team took part in a number of public engagements throughout the year sharing key insights on the sector including, amongst others: the Digital Heritage Hub Launch, The Museums & Heritage Show, The Historic Religious Buildings Alliance's Big Update, National Lottery Heritage Fund's Knowledge Briefing on the Pulse Survey, The University of Lincoln's Heritage Symposium, several All Party Parliamentary Groups and CHARTER's (the European Cultural Heritage Skills Alliance) Annual Meeting.

The Heritage Alliance

Trustees' Report

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.

The Heritage Alliance is the membership body representing the breadth of the heritage movement in England, with nearly 200 members by the end of March 2023. We have a powerful and unique 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, Historic Environment Forum and other groups.

The Alliance engages in thought leadership and briefs opinion-formers in the Westminster Government and beyond on the value of heritage, its potential to solve a host of public policy problems and the contribution that independent heritage organisations make to contemporary society. 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. Our advocacy groups act as a known and respected mechanism for heritage organisations to develop coherent and coordinated advocacy thinking to share with decision-makers and with their members and networks.

“During my time as a trustee of World Heritage UK, I led WHUK’s work on planning issues and climate change. I found our membership of the Alliance to be tremendously helpful, both in discussing matters of mutual interest with others involved in heritage, and supporting the Alliance’s advocacy work. I can strongly recommend the Alliance to anyone involved in heritage.”

Don Gobbett, Former Trustee of World Heritage UK

The breadth of the Heritage Sector is ably represented by the Heritage Alliance at the Heritage Council and in the Historic Environment Forum, including the Sector’s Resilience Plan

The return of the Heritage Council this year gave us a platform at the heart of discussions between Government and the heritage sector to champion the part of our membership who themselves are not directly represented around the table. We spoke or engaged with key items around the Levelling Up and Regeneration Bill; fiscal incentives on the repair and maintenance of historic buildings in the context of net zero; and Energy Security. We were also an active contributor to the development of the Heritage Sector Resilience Plan (coordinated by the Historic Environment Forum) and the Heritage Counts Overview of what the sector achieved over a twelve-month period.

Policy-Makers are informed with clear and concise evidence on heritage priorities as a result of our contributions in key forums.

The Heritage Alliance’s Chief Executive provided public evidence at key points throughout the year. Following written evidence submitted by The Heritage Alliance, she was invited to an oral evidence session of the Public Bill Committee for the Levelling Up and Regeneration Bill. She also spoke on the panel at the launch of the APPG on Conservation, Places & People’s first report. This equipped decision makers with evidence on the sector’s contribution to many national priorities such as Levelling Up, Climate Change and the challenges around VAT disparities between that charged on maintenance and repairs and new build. Likewise, our Head of Policy joined the panel on the policy context for heating, part of the Fit for the Future’s conference on the Future of Heat in Historic Buildings. The team regularly attends and speaks at various other All Party Parliamentary Groups, particularly Archaeology and Heritage Rail.

The Heritage Alliance

Trustees' Report

A cohesive view of the impact of the Cost-of-Living Crisis on the Heritage Sector was compiled and the sector was supported with knowledge and resources.

As the sector emerged from the pandemic into a new challenging set of circumstances, we proactively responded to the need for both guidance and evidence from the Cost-of-Living Crisis. For example, we collated significant evidence from our membership on the rising energy costs and the range of impacts of the Cost-of-Living Crisis on our membership, which we shared with DCMS and other forums on a regular basis, providing a streamlined single-touch point and created a cohesive picture of the issues. As we had done during the pandemic, as an active member of culture-wide groupings, we were able to contribute a heritage view and support the sense of a culture-wide approach.

We also supported time-poor organisations by providing them a regularly updated summary of the Cost of Living Announcements accompanied by key guidance and publications. We aimed to equip the sector with the knowledge and resources to feel informed as the crisis unfolded and to be up to date with any support they could benefit from throughout that period.

Finally, since the autumn, we supported the evidence team at Historic England by running a Historic England-funded evidence-desk gathering anecdotal (and any available statistical) evidence of the impact of Cost-of-Living crisis with segments of the sector which can be harder to reach. This equipped Historic England with access to parts of the sector that they may not always connect with and provided an opportunity for organisations and businesses to share their perspective through a channel that would not usually be available to them.

Project Summary – In Numbers

9 months of
evidence
gathering

400 Data Desk
Entries

3 roundtables

74 survey
responses

9 Twitter polls

10 individual
interviews

7 Webinars

19 reports
created for
Historic
England

The Heritage Alliance

Trustees' Report

The Heritage Sector received additional support with energy bills as a result to our impactful response to the BEIS review of the Energy Bill Relief Schemes

“Thank you @Heritage_NGOs for advocating that the Heritage sector should be recognised amongst other energy intensive sectors. Whilst the support was never going to be perfect, this scheme will be of some relief to the sector across the next year.” (Tweet from Richard Clinton, Delapre Abbey)

In collaboration with Historic England, our policy team coordinated the Heritage response to the BEIS review of the Energy Bill Relief Scheme (EBRS), drawing profit and loss information from the full breadth of the sector. We also attended a roundtable organised by DCMS on energy costs and cost-of-living to support their case on behalf of heritage with BEIS. This resulted in heritage being one of the sectors identified for additional support with energy bills - a significant advocacy success.

Cross-party political representatives were active contributors to Heritage Day, providing unique insights to the sector

Heritage Day was a key engagement moment between the sector and Government, Parliamentary and political representatives this year. Lord Parkinson of Whitley Bay, new Heritage Minister, was a keynote speaker. He also used this opportunity (alongside the DCMS team) to engage in conversations with individual organisations as part of the networking sessions to gain unique and important perspectives from a range of heritage organisations. In addition, our Political Party manifesto panel, taking place on our virtual day, featured Lord Newby - Leader of the Liberal Democrat Group in the House of Lords, Rachel Wolf - Founding Partner at Public First who was a key contributor the Conservative manifesto, and Labour representative Baroness Sharon Taylor, Shadow Minister for Levelling Up, Housing and Communities and a Shadow Minister for Transport. This provided valuable insights ahead of the upcoming election.

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

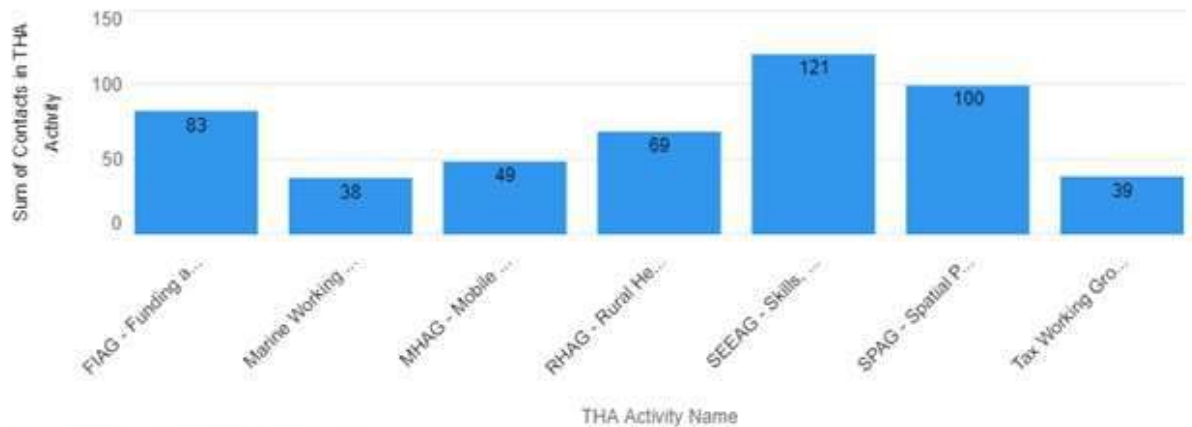
The Alliance draws on its membership for their knowledge and expertise to influence legislation, policy and guidance. Members' shared interests are served by the five Advocacy Groups - Spatial Planning; Funding and Investment; Skills, Education and Engagement; Rural Heritage and Mobile Advocacy Groups; 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 2,240 hours (a value of £112,000).

The Heritage Alliance

Trustees' Report

Number of individuals in Advocacy Groups in 22-23

THA Advocacy Groups 22-23



[View Report \(THA Advocacy Groups 22-23\)](#)

The Heritage sector was nimbly mobilised during a period of government instability as a result of our Spatial Planning Advocacy Group (SPAG)

SPAG meetings continued to enable the heritage sector to coordinate heritage campaigning on the Levelling Up and Regeneration Bill as it progressed through the Houses of Parliament. In the Spring, our roundtable on the Levelling Up and Regeneration Bill provided a forum for discussion for organisations of all sizes interested in planning, placemaking and regeneration. It also allowed space for discussion, and where possible resolution, of areas where there was a range of perspectives across our membership.

In the Autumn, the new Government's announcements around cost of living, planning and investment zones and potential U-turns on environment (including Environmental Land Management policy) required prompt action from the breadth of the sector to identify where any threat might lie for Heritage. Using our existing, engaged group around Spatial Planning, we were able hold an emergency meeting to discuss and coordinate a joined-up approach around the sector's response. This provided a quick and accessible platform for a range of voices within our membership representing the wider sector.

In the Winter, following the release of the National Planning Policy Framework (NPPF) prospectus and consultation, we provided the sector with an easy to digest summary and fostered collaboration around the consultancy response, working with Historic England our members through the forum SPAG offers, to gather evidence and views. With nearly 40 organisations actively engaged in the discussion across the breadth of the sector, the Spatial Planning advocacy group continues to be an effective conduit, for both our members and government.

SPAG sits alongside 4 other advocacy groups which have maintained an active role in sector engagement and policy influencing. Our Rural Heritage group has fed into consultations on replacement EU agricultural policy and sends a representative to DEFRA farming and land management stakeholder groups. Our Funding and Investment group has contributed to Cost-of-Living evidence gathering and shaped our representations to the Treasury. Our Skills and Engagement group has developed new asks around skills and apprenticeships, and our Mobile Heritage group has focused on securing a sustainable future for heritage fuels.

The Heritage Alliance

Trustees' Report

The National Lottery Heritage Fund's new strategy was informed through our expertise as sector-support body and through the perspective of our members.

In the summer, we actively contributed our perspective and those of our members into the review of the National Lottery Heritage Fund's new Strategy. Our senior team took part in surveys and 1:1 interviews, sharing the perspectives we gathered from our membership both on the vision and mechanisms of the funder. We also contributed our viewpoint as a sector support provider and grant recipient.

The Heritage Alliance

Trustees' Report

2. Communicating 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.

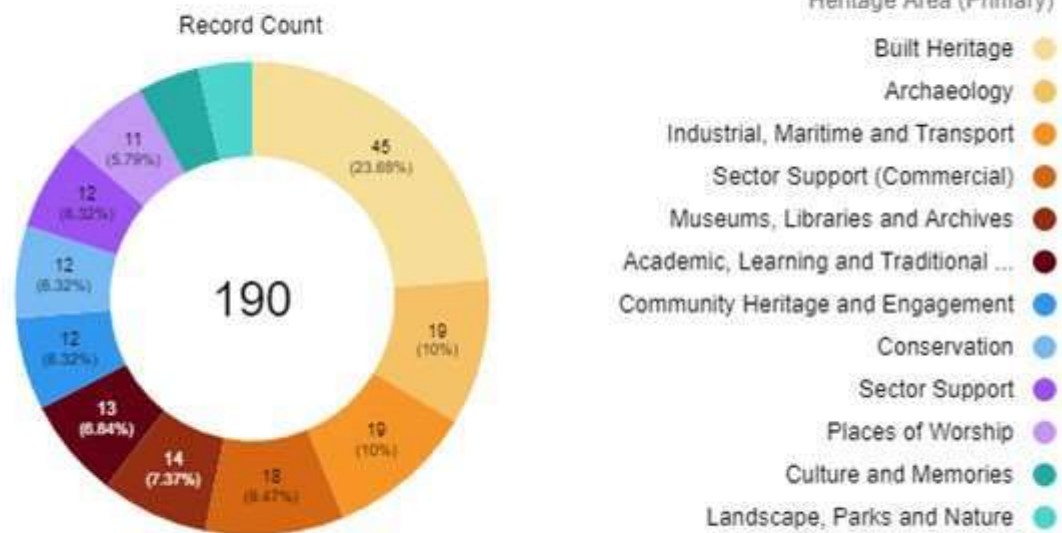
Our growing membership is engaging all parts of the sector:

"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 32 new organisational members (to 190 members) in 2022-23 with a growing number of single-location, places of worship and regional bodies joining our ranks, as well as new funders and sector support bodies. 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 beyond the pandemic and into a difficult financial year and well as providing in-person opportunities to engage.

Details of our current membership:

Current Members Heritage Areas (Primary)



[View Report \(Current Core Membership Primary Focus\)](#)

The Heritage Alliance

Trustees' Report

An active membership body engaged in supporting its smaller members

With nearly 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 the resilience of these organisations, 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 information hubs and digests, 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.

Current Membership Turnover



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

The Heritage Alliance

Trustees' Report

New networking initiatives launched for our membership led to new connections

“As a small charity with no HR function, it can feel impossible to get appropriate HR advice, and the service you provide is completely invaluable. Thank you.” (Member feedback on HR Clinic)

Following the launch last year of new regular networking roundtables for our membership, this year we provided a busy programme of monthly offerings. Participants were able to identify joint challenges and opportunities and forged new networks and contacts in topics ranging from communications planning, and developing family friendly attractions to energy bill savings, cashless fundraising and Human Resources support. We also ran an archaeology-focused special interest network and plan to roll out an international special interest group in 2023-4.

We provided high quality information to the sector, which saved time and learned innovative practice as a result of our communications

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.

“Many thanks for updating us, once again, on who is doing what in relation to our heritage. It is difficult to see how things get done when tenures are so short and postholders are either just arrived or about to move on.” (Stuart Wilkinson, National Transport Trust)

“Always look forward to Heritage Update landing in my inbox and know how valuable and interesting my team members find it too. Thank you for this great resource. We would really miss it if it weren't there!” (Anonymous HU Survey Respondent)

The last year saw many changes and constantly emerging news impacting heritage organisations with often limited resources to respond. With a new government and a new monarch, our communications proved critical to provide time-saving summaries and guidance for the sector. As a result, we saved heritage organisations time and increasing their capacity to react with greater agility. For example, responding to the demise of the Queen, we summarised advice and information and recommended organisational responses in an [blog post](#) shared on our website, social media and Heritage Update. Similarly, following the release of the Levelling Up White Paper and then the National Planning Policy Framework (NPPF) prospectus and consultation, The Heritage Alliance provided the sector with easy to digest summaries.

The Heritage Alliance looks to amplify the achievements of our members to inspire the work of others across the sector. We use Heritage Update to report on key news and successes shared by our members to share good practice and innovative thinking. For example, Heritage Update issue 482 shared news on the National Trust and their surpassing of their renewable energy milestone. The issue also recognises the Inland Waterways Association and how they were able to draw attention to their cause by commenting on a parliamentary debate about public funding for inland waterways. Ensuring that our members are included, amplified and supported will continue to be a priority in Heritage Update.

Sharing opportunities, training, events and vacancies with members and the wider sector has always been a key role for the newsletter. Due to the extent of its reach, Heritage Update makes for the perfect tool to help circulate opportunities to as many people as possible. These include events, courses, consultations, volunteering opportunities and salaried vacancies. From April 2022 to March 2023, Heritage Update advertised 141 events and 282 vacancies.

The Heritage Alliance

Trustees' Report

Alongside this, The Heritage Alliance runs activities that further member engagement, such as Heritage Debate and Heritage Day, which are both also advertised in our fortnightly newsletter. Finally, the newsletter is a key platform spotlighting support programmes and useful resources for the sector, such as the Heritage Funding Directory and Rebuilding Heritage Resources, contributing to the upskilling of the sector and its wider resilience.

Heritage Update, a trusted source of vital insights



" The Heritage Update is my absolute go to as a strategic lead in my organisation. Heritage Alliance is also one of the few heritage bodies who is bringing together (and challenging) the perspective of heritage as siloed within government departments. Heritage Alliance's work is much needed, vital and always ahead of the curve. " – (Anonymous HU Survey Respondent)

The Heritage sector has faced unprecedented challenges over the past few years 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. Engagement with the newsletter continues to stay at high levels, with readers exploring the information in detail and clicking through hundreds of links to access further information on other webpages. This suggests that a large proportion of our subscribers continue to use Heritage Update as their primary source of relevant news around heritage. The average open rate was 35.8% compared to a cross-industry average of 21.5%. The average click rate was also ahead of the average across industries at 7.7% compared to 2.3%.

We have released numerous summaries of key government documents, making them immediately more accessible for more in the sector. The recurring high levels of engagement with these sections show that Heritage Update is viewed as a trusted and neutral source for subscribers and the sector as a whole.

Our Event programme, including our 20th Anniversary Celebration as part of our annual Heritage Day, demonstrated the role of the Heritage Alliance and the importance of its insights and influence and its role in catalysing connections and innovation

The Heritage Alliance

Trustees' Report



Heritage Day, our annual flagship event generously supported by **Ecclesiastical** and **the Charterhouse** for provision of the venue, was once again a real celebration of the breadth and vibrancy of the Heritage Sector. Marking our 20th Anniversary and held across virtual and in person sessions with 270 attendees over two days, it was reported by regular attendees as our best ever with a great venue and genuinely innovative panel content.

"Really enjoyed being on this panel with other #YoungTrustees for @Heritage_NGOs #HeritageDay2023 talking inclusion, accessibility, & the future of governance. Great to hear how so much progress is being made in the Heritage sector! And always love repping @YoungTrustees" (Tweet from Grace Jeremy, Young Trustee Movement)

*"Can't *not* tweet about #HeritageDay2023 - thanks @Heritage_NGOs for a thought-provoking and inspiring couple of days. So nice to meet so many colleagues in real life for the first time! All in the beautiful setting of @CharterhouseEC1 #LoveHeritage" (Tweet from Sarah Roller, Historic Houses)*

Heritage Day provides attendees with an invaluable opportunity to hear from leading voices, gain skills and foster connections with each other and key policy makers. Hosted by then Deputy, now Acting, Chair Dr Ingrid Samuel OBE, and two Alliance Trustees, Peter Aiers OBE and Alice Purkiss, the hybrid event was held in two parts on 1 (Virtual) and 2 March (In-Person). It provided key insights from leading voices in the sector including Lord Parkinson of Whitley Bay, new Heritage Minister; Rene Olivieri, Chair of the National Trust for England, Wales and Northern Ireland; and Heritage Alliance's CEO, Lizzie Glithero-West.

The Heritage Alliance

Trustees' Report

Lizzie opened Heritage Day 2023 with an “excavation” of the 20-year journey of The Heritage Alliance since its founding as Heritage Link in 2002 to its position today as the largest coalition of heritage interests in England. From an advocacy organisation to one which also runs substantial support programmes for the sector, the Heritage Alliance has grown through a combination of extraordinary voluntary effort, support from sponsors and funders, individual passion and collective endeavour.

The virtual conference focused on knowledge and skills. It featured a political panel looking at manifesto creation, a funders'-eye view of challenges and opportunities and skills-building sessions on risk and crime, fundraising and copyright delivered by the Chartered Institute of Fundraising, Naomi Korn Associates and Ecclesiastical Insurance. The sold-out in-person conference was built around leadership, for the future.

Attendees joined panels of heritage leaders and young trustees in conversation, and heard from Heritage Minister, Lord Parkinson of Whitley Bay, who said *"The Heritage Alliance does a brilliant job of championing England's rich and thriving heritage sector, and of celebrating the great work that organisations across the country do to engage people with our shared history."* Later, he concluded: *"It was great to attend Heritage Day to celebrate its 20th birthday, and I look forward to continuing working closely with it and its members."*

René Olivieri, Chair of the National Trust advocated that Heritage sector organisations *"can and should exercise our collective might to do more good, to think now and long-term, and promote conservation beyond our individual boundaries."* He hoped that Heritage Day 2023 delegates would continue to become *"bigger, better, and more joined up."*

Heritage Day also delivered a valuable, and popular, advocacy insights session through a ‘manifesto influencing’ panel which featured representatives from all 3 main parties. It explored the differences between policy formation in each party, and advice on the most effective means of promoting organisational priorities for consideration in manifestos. The sessions also provided opportunities for attendees to gain skills and insights from sector and skills experts and to foster creative partnerships and thinking. In the post-event survey: Heritage Day was scored 4.3 out of 5 stars, 100% of respondents will consider the discussions in the context of their roles and 98% of respondents would recommend the event to colleagues. You can read more in this [blog](#).

Heritage Heroes Celebrates Voluntary Effort

Ecclesiastical's Heritage Heroes Awards is a regular feature of Heritage Day. These awards, which celebrate the significant contribution of volunteers, are now in their 13th year. David Kennedy at Coombe Conduit was our 2022 Heritage Hero and the winners of the special category for 2022, the Heritage Storyteller Award were China Exchange History Champions. Amongst other things, David developed an online tour that ensured the Coombe Conduit, an ancient waterworks, was still available online, while China Exchange History Champions have revealed Chinatown's heritage through storytelling and walking tours and contributed to anti-racism work. Commendations were awarded to the Volunteer Wreck Custodians who look after 64 protected wreck sites and A Thames Lark for engaging young people with research through an immersive event along the Thames.

Historic Environment Forum (HEF) continues to provide a valuable collaborative forum, gathering the voices of sector leaders on key topical challenges

Historic Environment Forum (HEF) carries out valuable collaborative work gathering the voices of sector leaders on key topical challenges, acting as a high-level forum, funded by Historic England and run by The Heritage Alliance on behalf of the sector, to enable collaborative working on strategic matters for the historic environment sector in England. HEF has continued to carry out this work during 2022-23.

The Heritage Alliance

Trustees' Report

In partnership with Historic England, the HEF published the Heritage Sector Resilience Plan in June 2022. This sets out a coordinated sector plan relating to the themes of skills, business planning and governance, climate change, diversity and inclusion, and embedding heritage in wider public policy. Priority actions are identified for the sector to deliver, working in partnership, and the HEF is now overseeing their delivery. The HEF continued to facilitate the sector's contribution to the Heritage Council, and has continued to meet regularly with DCMS staff, operating as an important conduit between the sector and Government on a range of topical issues.

The HEF Sustainability and Climate Change Task Group continued to bring HEF and non-HEF members together to share learning on heritage and net zero, providing a unique space for heritage organisations to discuss relevant challenges and solutions. The task group also produced a set of widely shared net zero tools and resources designed to support heritage organisations navigate the net zero landscape.

The Heritage Alliance

Trustees' Report

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 UK-wide Heritage Sector received critical business planning, communications, fundraising and digital support through our sector-support programmes

Since 2020, through 5 sector support initiatives (Rebuilding Heritage, Heritage Digital, Heritage Digital Academy, Heritage Digital Questions (which fed in the Digital Heritage Hub) 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 5415 participants, from 2506 organisations and gathered the insight of over 4500 leaders, staff and volunteers. Knowledge we gathered from these programmes was then used to enable us to advocate for the sector's future needs.

“A fantastic programme at just the right time – helped me find the time to focus on strategic issues again after many months of firefighting; dealt with very relevant post-covid topics and in turn helped me offer support to my team” (Rebuilding Heritage Participant)

Our business support programme, Rebuilding Heritage, received a second extension to provide support on the Cost-of-Living Crisis, from November to April 2023. The programme extension provided 75 1:2:1 sessions, webinars, focus groups and resources as well as piloting new ways to drive peer-to-peer learning supporting 260 organisations and 303 individuals. The programme equipped small and medium size heritage organisations with strategic thinking time and resources as they adapt to the UK current circumstances. It also provided an interest blueprint to test new engagement mechanisms such as Action-Learning Sets, which could catalyse shared learning across the sector. Finally, it provided a trusted and credible platform for organisations to exchange on key areas covered by the programme such as the impact of the Cost-of-Living Crisis and the future of sector-support initiatives for the sector.

“I learned how to tackle digital problems more effectively and the importance of evaluating services before use and continuously.” (Heritage Digital Academy Participant)

The Heritage Alliance

Trustees' Report

Heritage Digital Academy also concluded this year supporting 526 organisations and 1359 sessions participants with insights, skills and resources to embed new digital ways of working into their organisation's strategies, processes and infrastructures. This was done through a combination of cohort learning, standalone webinars, roundtables and a large-scale conference in October. This led to a 92% improvement in digital skills, confidence and resilience for participants (across all digital maturities).

The Heritage Alliance, with support from the Architectural Heritage Fund (AHF) and funding from the Historic Houses Foundation, continues to maintain the Heritage Funding Directory (HFD), a valuable sector and public resource

The Heritage Funding Directory provides a unique resource, bringing together funding opportunities for a range of heritage organisations and projects. With support from the Rebuilding Heritage Programme, a complete and comprehensive review and update of the nearly 380 national records held within the main directory has now been completed. The resource is widely used, receiving well over 100k views in the last two years. In October 2022, website user testing and discussion took place, examining how users interacted with the directory, their thoughts on the search function's intuitiveness and ease of use and their overall impressions of the website. This produced valuable insights that will be used to inform further improvements in the future.

We supported sector knowledge and skills on Equality, Diversity and Inclusion

We collaborated with Vocal Eyes, a charity specialising in accessibility, to prepare a gif series and Twitter thread to share their guidance: 10 ways to encourage deaf, disabled and neurodivergent visitors to your heritage site. This provided easy and innovative practice that heritage organisations can implement to be reached by wider audiences. We have also been working with Historic England to support the development of an online 'EDI Hub' by providing member case studies.

We added Equality, Diversity and Inclusion as a standing agenda item in our Skills, Education and Engagement Advocacy group, providing the opportunity for our members across the sector to think about diversity and inclusion when looking at career pathways. The Rebuilding Heritage Programme produced a three-part podcast advising on inclusive use of language; how to begin incorporating equality, diversity and inclusion into your organisation; and how to ensure your organisation has an inclusive recruitment process.

Exclusive Expert Support for the Heritage Alliance Members

"It was all really interesting and useful. If I had to pick my favourite, it would be the common theme from funders and fundraisers of the importance of engaging audiences and giving them what they want in order to get what we need." (Heritage Day Evaluation Survey)

Throughout the year, we curated a programme of expert-led sessions for our membership, including several formal expert-led panels, training and informal roundtables as part of our flagship event Heritage Day. This resulted in 21 unique opportunities for heritage staff, trustees and volunteers to grow confidence and gain skills that will help shape their organisations future resilience. These sessions ranged from HR Clinics to masterclasses on change management, conversations on Accessibility and Funders' insights. By limiting attendance to small groups, we also facilitated peer-to-peer learning and connections building across the breadth of the sector.

Our public events were supported by wide-ranging expertise from the sector

"I just wanted to personally thank you for last week. It was a fantastic event and I appreciate the hard work that went into it. The location also was wonderful and it was a smooth day. It was a pleasure to be on the young trustee panel – thank you for providing the experience" (Young Trustee Panellist)

The Heritage Alliance

Trustees' Report

All our public events and expert-led members sessions this year, including Heritage Digital Academy Conference, Heritage Debate and Heritage Day were supported by heritage professionals volunteering their time as speakers and panellists. Contributors included the new Heritage Minister, Lord Parkinson of Whitley Bay, Rene Olivieri, Chair of the National Trust, Loyd Grossman, Chair of Royal Parks and Ex-Heritage Alliance Chair, alongside representatives from the National Lottery Heritage Fund, Historic England, the Architectural Heritage Fund, the Heritage Trust Network, the Council for British Archaeology, the Chartered Institute for Archaeologists, the UK Green Building Council, the Society of Genealogists, Kids in Museums, the Young Trustee Movement, the Maritime Heritage Trust, Portsmouth Naval Base Trust, and Vocal Eyes.

We also received pro-bono expert support from heritage consultants and businesses including Bates Wells, the Philanthropy Company, LeLay Architects, Tricolor Associates, Ecclesiastical Insurance, Naomi Korn Associates, Barker Langham and the Chartered Institute of Fundraising. This ensured that the events were bespoke, relevant and impactful for heritage audiences.

During the summer, again, a number of interns supported our policy and development activities providing us with a significant contribution in time whilst gaining exposure in our industry. We have been rated a 'Gold Standard internship host' by The University of Oxford for the quality of our placements.

The Heritage Alliance

Trustees' Report

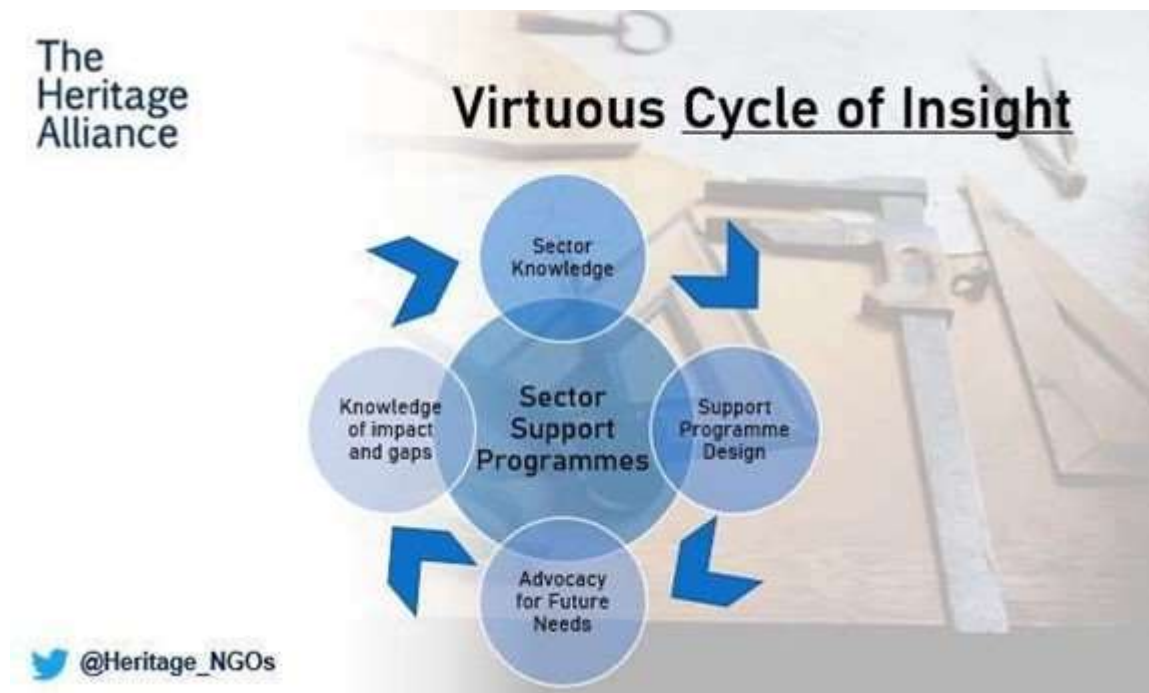
4. Insights

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 2022-23 we held 242 meetings with Government, Parliament and Arms-Length Bodies. Meetings ranged from the formal Heritage Council and specialised DEFRA groups to more informal engagements on particular topics from fuels and tax to climate change, inclusion 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.



Key public engagements provide a significant platform to share our insights

Our CEO, Head of Policy and Head of Development contributed to a number of sector events. By sharing our insights into the sector, we provided heritage organisations with reflections on a wealth of topics. These included, the sector's digital skills, green energy and heritage within a wider political context. Our presentations provided both practical help (e.g. "4 takeaways for heritage organisations on digital skills") as well as a strategic reflections to support innovation across the sector.

The Heritage Alliance

Trustees' Report

A great example of the latter is our CEO's introduction to heritage and public policy to University of Oxford researchers. By engaging with academic institutions and equipping researchers with current knowledge on heritage policy, we support greater dynamism and collaboration between academic bodies and our industry. Another example, our Head of Development attended the Historic Environment Scotland conference on 'Our Place in Time', to kickstart the development of their new strategy. This enabled us to share the evidence we have gathered through our UK-wide work on digital skills and non-heritage skills to support the sector's resilience. It demonstrated the benefit of our sector-support work and insights to support sister organisations such as the Built Environment Forum Scotland in their advocacy work.

Our findings from the DASH Survey contribute to European thinking around Heritage Skills

In 2021, The Heritage Alliance joined Timmus Research as the heritage partner 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.

This research continued to have an impact this year as our Head of Development and Membership was invited to the Annual Conference of CHARTER, a European Cultural Skills Alliance bringing 28 European countries together. We shared not only the insights we gained about the UK Heritage sector but also the benefits surveying the sector brought to stimulate conversations around digital skills.

Leaders, Staff and Trustees around the sector supported our project insight gathering work

"These shared events are invaluable – we're usually working in small or understaffed organisations with little opportunity to share or discuss issues. These 'get togethers' are insightful and really encouraging in the tough world of heritage" (Focus Group Participant)

"A very useful and well-run session with a strong cross-section of participants. I would value another opportunity [to] build on learnings" (Focus Group Participant)

We continued to harness our wide networks for the benefit of our sector-support work. By gathering the unique and shared perspective of leaders, staff, and volunteers from the breadth of heritage, we ensure that our insights emerge straight from the sector whilst providing a platform to be heard. Collaborative design is also key to our work, with the sector seeing itself reflected in the solutions and insights we present. For example, Our Digital User-Testing group (formed of 15 leaders, staff and volunteers) provided us with vital insights for the content design and marketing of the Heritage Digital Academy Conference.

Initial Insights from Rebuilding Heritage

"The resilience needs of the Heritage sector are significant and largely pre-dated the pandemic, although the last 18 months have exacerbated some of the pressure on individuals and organisations in the sector. Going forward, there is a need to develop awareness and attitudes as well as skillsets, which has implications on how future support is promoted and structured."

(Rebuilding Heritage Evaluation – Dr Melita Armitage & Dr Claire Antrobus)

The Heritage Alliance

Trustees' Report

The first extension of Rebuilding Heritage gave us the opportunity to host 5 roundtables, gathering insight from 104 individuals, to deep-dive into challenges and opportunities that were highlighted throughout the initial programme delivery. Themes covered included the role of peer-to-peer networks in increasing the impact of learning, the changing landscape of sector support, and the challenges of supporting people who are not always clear about what their support needs are. The roundtables also tested future sector needs and methods of providing support. The sessions provided the opportunity for subject specialists, partner organisations, and organisations representing the breadth of the sector to collaborate and exchange ideas over topics that will support the sector's future resilience. These insights have enhanced our knowledge of the needs of heritage sector organisations as they emerge from the coronavirus pandemic.

Heritage Debate looked to the future of the Sector, raising the question: "what should matter most for Heritage in 20 years?"

"Stimulating debate from panellists participating in @Heritage_NGOs #HeritageDebate2022 parallels between @WandaWyporska & Kate Geary of @InstituteArch on importance of understanding value of heritage skills + passing these (and a passion for heritage) onto future generations"

(Tweet from Claire Chapman, Church Commissioners for England)

This year, once again, [Heritage Debate](#) provided an important platform to drive audiences to reflect on the relationship between Heritage and society. Our annual insight-led event invited a spirited discussion on what will Heritage mean for society in 2042 ([Blog on the event here](#)). The debate panel featured 5 experts making the case for inherent value, business value, climate crisis, heritage careers and community value to be the biggest priority in 20 years' time. We tasked audiences from the breadth of the UK heritage sector and beyond, to share their perspectives through blogs we published on [our website](#). On the day, attendees were invited to vote on which priority should be at the helm of the sector. The poll results showed that heritage professionals believe Community Value and Climate Crisis will matter most in 2042. The debate provided professionals from our sector and beyond an opportunity to reflect on the direction of travel for our sector. 92% of survey respondents indicated they would consider the event's discussions in the context of their job or organisation.

A National Lottery Heritage Fund Innovation grant began to explore the information needs of sector support organisations in the heritage sector within our membership and in the North East

Thanks to an Innovation: Explore grant from the National Lottery Heritage Fund, we joined the Fund's Innovation cohort and started to explore the workforce challenge around access to business support information, with a particular focus on signposting activities by heritage sector support organisations. The work continued in the summer of 2023 with insights released in the autumn of 2023.

In partnership with Historic England, we ran a Cost-of-Living Evidence Desk gathering evidence on the impact on the sector to support decision-making

With Historic England's funding this year we ran a data desk to explore the impact of the cost-of-living crisis on the heritage sector. Our goal was to gather anecdotal, and where possible, statistical data from heritage organisations, both within our membership and more broadly (particularly within the North East).

The Heritage Alliance

Trustees' Report

Between October 2022 and March 2023, our 'cost of living data desk' collected over 270 data points, and produced 12 reports. The data came from a diverse range of heritage groups – from museums, to theatres, to places of worship. We gathered qualitative insights through surveys, roundtables and 1:1 meetings. By March, key trends were emerging from the project: rising energy bills, staffing challenges, decreased consumer confidence, the ongoing impact of COVID-19, and a lack of support for making the transition to sustainable energy. This initial exploratory data gathering provided a crucial perspective on how the cost-of-living crisis is impacting different corners of the heritage sector. The project was extended through to June 2023, to continue to build on this knowledge base.

List of Publications, Consultation Responses, Summaries and Briefings

Publications

- [Rebuilding Heritage: Communications in the Cost of Living Crisis](#)
- [Rebuilding Heritage: Insights: Business Planning in the Cost of Living Crisis](#)
- [Rebuilding Heritage: Insights: Fundraising in the Cost-of-Living Crisis](#)
- [Rebuilding Heritage: Insights: 1. What We Did](#)
- [Rebuilding Heritage: Insights: 2, Who We Helped](#)
- [Rebuilding Heritage: Insights: 3. What We Learnt](#)
- [Rebuilding Heritage: Insights: 4; Future Needs](#)
- [Rebuilding Heritage: Insights: 5 Roundtables](#)
- [Rebuilding Heritage: Case Studies](#)
- [The Heritage Alliance's Annual Report and Accounts 2021-22](#)

The Heritage Alliance

Trustees' Report

Consultation and Responses

- Levelling Up and Regeneration Bill (Public Bill Committee, 23 June 2022)
- Placemaking Inquiry (DCMS Select Committee, 29 June 2022)
- Marine net-gain Biodiversity Consultation (DEFRA, 30 August 2022)
- NLHF Consultation on new strategy (DLUHC, 9 September 2022)
- Farming in Protected Landscapes (DEFRA, 27 October 2022)
- BEIS Profit / Loss spreadsheets (BEIS, November 2022)
- Budget Submission (HMRC, 1 February 2023)
- NPPF Consultation Response (DLUHC, 12 January 2023)

Summaries, Briefings and Reports

- Levelling up and Regeneration Bill Summary (May 2022)
- Summary of the Government Response to the Glover Landscape Review (April 2022)
- Queen's Speech Summary (May 2022)
- UK Shared Prosperity Fund briefing (May 2022)
- Levelling Up & Regeneration Bill - Committee Stage Briefing (June 2022)
- Queen's death protocol summary (9 September 2022)
- Mini Budget summary (22 September 2022)
- Energy and Cost of Living Crises summary (14 October 2022)
- Summary of Chancellor's statement (17 October)
- Summary of Autumn budget (17 November)
- Summary of Spring Budget (March 2023)
- NPPF Consultation – Our Summary (January 2023)
- Levelling Up and Regeneration Bill Lords Briefing (February 2023)

Public Speeches (By Date)

- **“A Political Context for Heritage”** at HRBA Big Update (Lizzie Glithero-West, 27 April)
- **“How to get the most from your digital content on social media”** at the Digital Heritage Hub (Delphine Jasmin-Belisle and Sarah Shaw, 28 April)
- Speakers for Schools **Green Skills Week Broadcast**: Heritage panel event (chaired by Lizzie Glithero-West, 9 May)
- **“Building digital skills and capacity”** at Museums & Heritage Show (Delphine Jasmin-Belisle, 12 May)
- **“Engaging with public policy: an introduction for humanities researchers”** at University of Oxford (Lizzie Glithero-West, 9 June)
- **“Wider policy context regarding heating in historic buildings”** at the Future of Heating in Historic Building Conference (Polly Martin, 28 June)
- **“Heritage – The Long Game”** at University of Lincoln (Lizzie Glithero-West, 18 July)
- **“Digital: What's next for the Heritage Sector?”** at Heritage Digital Academy Live (Delphine Jasmin-Belisle, 18 October)

The Heritage Alliance

Trustees' Report

- **“And so we gave it a go: The benefits of testing digital approaches”** at Heritage Digital Academy Live (Delphine Jasmin-Belisle and Daniella Briscoe-People, 18 October)
- Keynote at Heritage Debate **“Heritage in 20 years: what will matter most?”** (Pam Alexander OBE, 24 November)
- **“Heritage – The Political and Policy Landscape”** at the Society of Antiquaries (Lizzie Glithero-West, 25 November)
- **“Unlocking conversations around digital skills in the UK”** at CHARTER Annual Meeting, Rome (Delphine Jasmin-Belisle, 30 November)
- Panelist at the Launch of **“The Value of Heritage”** by the APPG on Conservation, Places & People (Lizzie Glithero-West, 1 December)
- **“Teamwork Makes Dreamwork: The benefits of collaborative delivery”** at CIOF Fundraising Festival 2022 (Delphine-Jasmin-Belisle, 8 December)
- **“A look at 2023”** at Heritage Volunteering Group Coffee Chat (Delphine Jasmin-Belisle, 10 Jan)
- **“Help is at Hand: Resources and Networks available for Maritime Heritage Organisations”** at National Historic Ships UK and Maritime Heritage Trust joint webinar on fundraising (Delphine Jasmin-Belisle, 1 Feb)
- **Heritage sector”** at Ecclesiastical’s Brokers Session (Lizzie Glithero-West, 2 Feb)
- **“Hard Times: How the cost-of-living crisis and other key challenges are impacting the Heritage Day (1-2 March) key speeches:**
 - “The Heritage Alliance: Past, Present and Future” (Lizzie Glithero-West, 1 Mar)
 - “Heritage Skills and Crime” (Faith Kitchen, Ecclesiastical, 1 Mar)
 - “Making Historic Buildings Relevant for 21st C living” (Peter Aiers, Charterhouse, 2 Mar)
 - Keynote (Lord Parkinson of Whitley Bay, Heritage Minister 2 Mar)
 - Keynote (Rene Olivieri, National Trust, 2 Mar)
 - Keynote (Loyd Grossman, Royal Parks, 2 Mar)
- **“Building innovation and entrepreneurship with digital in heritage organisations”** at the Heritage Dot Conference (Delphine Jasmin-Belisle, 22 Mar)

The Heritage Alliance

Trustees' Report

Financial Review

The Statement of Financial Activities on page 39 shows total income for the organisation of £712,964, of which £470,263 was restricted income and £242,701 was unrestricted .

Unrestricted income was £69,465 higher than the previous year, due to a growth in grant income of £36,664, an increase in our capacity building grant from Historic England and a grant from the Swire Foundation; greater membership revenue of £14,481 (as membership volumes continue to grow and subscription fees increase to offset inflationary pressures), the securing of an additional £8,600 in sponsorship, and £8,740 of increased event income as we continue to professionalise the running of events, an additional £2,276 of bank interest, offset by a small reduction of £935 in other minor income categories.

Restricted income was £307,448 lower than the previous year, largely due to a reduction in project income; the Digital Project for the National Lottery Heritage Fund completed in the previous year, and the scale of the Rebuilding Project for the National Lottery Heritage Fund reduced year on year.

Unrestricted costs increased by a total of £44,270, however this masks a rebalancing of costs away from indirect support activities towards spending on charitable purposes, with an overall fall of £10,686 in indirect costs (support and governance) and a growth of £54,956 in spending on charitable activities. This is driven by greater investment in staff costs, particularly in the Membership and Development Function.

Governance costs are £5,650, predominantly comprising the cost of Independent Examination, which includes an additional one-off charge of £2,062 relating to under accrual of prior year charges. Project contributions to overhead were £110,368 compared to £115,416 in 2021/22 - these charges relate to the support we provide to projects from the Core team and are shown as transfers between funds.

The net surplus for the year on unrestricted funds was £68,061, up from £47,914 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 expected that the volume of externally funded projects delivered in 2023/24 will be lower than in 2022/23. A deficit budget of £15,942 has been adopted for 2023/24, which would still keep us compliant with our reserves policy. The Trustees recognise that there may be a need to scale back on Core activities and costs in order to achieve a balanced budget in 2024/25. This will depend on the 2023/24 outturn and the level of income we are able to budget for 2024/25.

Reserve Policy

Free reserves represent 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, free reserves totalled £337,107, being 102.7% of the estimated core expenditure for 2023/24 of £328,400, equivalent to 12.3 months' core costs.

Investments

The only investments held by the organisation are in the form of an interest-bearing deposit account. 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.

The Heritage Alliance

Trustees' Report

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 main funders:

- **Historic England** for their national capacity grant funding and support for the Cost-of-Living data desk;
- the **National Lottery Heritage Fund** for their significant support for various programmes including Heritage Digital Academy, Rebuilding Heritage and Heritage Innovation; and
- **Swire Charitable Trust**

And the following organisations for their valued support and sponsorship this year:

We continue to be grateful to the **Historic Houses Foundation** for the grants of Heritage Update and the Funding Directory, **the Charterhouse** for provision of the venue for Heritage Day, **CIFA** for their sponsorship of our Spatial Planning Advocacy Group, the **National Trust** for their annual donation, and we also welcome the generous support of new funders and sponsors the **Swire Charitable Trust** and **Heriot-Watt University**. We also want to thank our events Sponsors in the last twelve months: **Vocal Eyes, Youth Hostel Association, Architectural Heritage Fund, Canal and River Trust and the Charterhouse.**

We are also grateful to Affiliate Members offering generous pro-bono support to our members: **The Philanthropy Company, Tricolor Associates, Arcade, LeLay Architects, Tree-V, Naomi Korn Associates** and all our affiliate members who supported our expert-led members events.

The Heritage Alliance

Trustees' Report

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 applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 parent charitable company and the group and of the incoming resources and application of resources, including its income and expenditure, of the charitable group 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 accounting standards, comprising FRS 102 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 parent charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy at any time the financial position of the parent charitable company and the group 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 parent charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The annual report was approved by the trustees of the charity on ~~Dec.12.2023~~ and signed on its behalf by:



.....
Dr I H Samuel OBE (appointed Acting Chair 7 April 2023)
Trustee

The Heritage Alliance

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

I report to the charity trustees on my examination of the consolidated accounts of the Group comprising The Heritage Alliance and its subsidiary undertakings for the year ended 31 March 2023.

Responsibilities and basis of report

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 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, 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 (the Group')

D Leslie

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

Melville Building East
Unit 18, 23 Royal William Yard
Plymouth
Devon
PL1 3GW

Date:..... 13/12/2023

The Heritage Alliance

Consolidated Statement of Financial Activities

Year Ended 31 March 2023

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

	Note	Unrestricted funds £	Restricted funds £	Total 2023 £
Income and Endowments from:				
Donations and legacies	3	5,012	30	5,042
Charitable activities	4	235,350	470,233	705,583
Investment income	5	2,339	-	2,339
Total income		<u>242,701</u>	<u>470,263</u>	<u>712,964</u>
Expenditure on:				
Charitable activities	6	<u>(285,008)</u>	<u>(353,080)</u>	<u>(638,088)</u>
Total expenditure		<u>(285,008)</u>	<u>(353,080)</u>	<u>(638,088)</u>
Net (expenditure)/income		(42,307)	117,183	74,876
Transfers between funds		<u>110,368</u>	<u>(110,368)</u>	-
Net movement in funds		68,061	6,815	74,876
Reconciliation of funds				
Total funds brought forward		<u>269,046</u>	<u>25,834</u>	<u>294,880</u>
Total funds carried forward	17	<u><u>337,107</u></u>	<u><u>32,649</u></u>	<u><u>369,756</u></u>

The notes on pages 44 to 57 form an integral part of these financial statements.

The Heritage Alliance

Consolidated Statement of Financial Activities

Year Ended 31 March 2023

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

For comparative purposes

	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	17	<u><u>269,046</u></u>	<u><u>25,834</u></u>	<u><u>294,880</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 2023

	Note	2023 £	2022 £
Current assets			
Stocks	13	-	120
Debtors	14	30,289	19,377
Cash at bank and in hand		<u>462,499</u>	<u>404,593</u>
		492,788	424,090
Creditors: Amounts falling due within one year			
	15	<u>(123,032)</u>	<u>(129,210)</u>
Net assets			
		<u>369,756</u>	<u>294,880</u>
Funds of the group:			
Restricted income funds			
Restricted funds		32,649	25,834
Unrestricted income funds			
Unrestricted funds		<u>337,107</u>	<u>269,046</u>
Total funds	17	<u>369,756</u>	<u>294,880</u>

The financial statements on pages 39 to 57 were approved by the trustees, and authorised for issue on ~~Dec 12, 2023~~ and signed on their behalf by:



.....
Dr I H Samuel OBE (appointed Acting Chair 7 April 2023)
Trustee

The Heritage Alliance

Balance Sheet

31 March 2023

	Note	2023 £	2022 £
Fixed assets			
Investments		1	1
Current assets			
Stocks	13	-	120
Debtors	14	30,288	19,377
Cash at bank and in hand		462,499	404,593
		<u>492,787</u>	<u>424,090</u>
Creditors: Amounts falling due within one year	15	<u>(123,032)</u>	<u>(129,211)</u>
Net current assets		<u>369,755</u>	<u>294,879</u>
Net assets		<u>369,756</u>	<u>294,880</u>
Funds of the charity:			
Restricted income funds			
Restricted funds		32,649	25,834
Unrestricted income funds			
Unrestricted funds		<u>337,107</u>	<u>269,046</u>
Total funds	17	<u>369,756</u>	<u>294,880</u>

For the year ending 31 March 2023 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 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 company has taken the exemption in section 408 of the Companies Act 2006 and has not presented its individual Statement of Financial Activities. The company's net movement in funds for the financial year was £74,876 (2022 - £63,689).

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

The financial statements on pages 39 to 57 were approved by the trustees, and authorised for issue on ~~Dec 12, 2023~~ and signed on their behalf by:



.....
Dr I H Samuel OBE (appointed Acting Chair 7 April 2023)
Trustee

The notes on pages 44 to 57 form an integral part of these financial statements.

The Heritage Alliance

Statement of Cash Flows

Year Ended 31 March 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net income for the year		74,876	63,689
Working capital adjustments			
Decrease in stocks	13	120	-
Increase in debtors	14	(10,911)	(982)
Decrease in creditors	15	(32,747)	(19,437)
Increase in deferred income		26,568	17,704
Net cash flows from operating activities		<u>57,906</u>	<u>60,974</u>
Net increase in cash and cash equivalents		57,906	60,974
Cash and cash equivalents at 1 April		<u>404,593</u>	<u>343,619</u>
Cash and cash equivalents at 31 March		<u><u>462,499</u></u>	<u><u>404,593</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 2023

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:

St Martin Ludgate
Ludgate Hill
London
England
EC4M 7DE

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 2023

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 2023/24 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 2023

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 the 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 2023

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.

3 Income from donations and legacies

	Unrestricted funds	Restricted funds	Total 2023
	General		
	£	£	£
Donations and legacies;			
Donations from individuals	5,012	30	5,042
	<u>5,012</u>	<u>30</u>	<u>5,042</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2023

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

4 Income from charitable activities

	Unrestricted general funds £	Restricted funds £	Total 2023 £
Grants	99,649	450,394	550,043
Subscriptions	83,443	4,507	87,950
Advertising income	4,965	-	4,965
Sponsorship	33,400	250	33,650
Income from events	13,893	15,082	28,975
	<u>235,350</u>	<u>470,233</u>	<u>705,583</u>

	Unrestricted general funds £	Restricted funds £	Total 2022 £
Grants	62,985	759,565	822,550
Subscriptions	68,962	4,021	72,983
Advertising income	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>

5 Investment income

	Unrestricted funds General £	Total 2023 £
Other investment income	2,339	2,339
	<u>2,339</u>	<u>2,339</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2023

	Unrestricted funds General £	Total 2022 £
Other investment income	63	63
	<u>63</u>	<u>63</u>

6 Expenditure on charitable activities

	Unrestricted general funds £	Restricted £	Total 2023 £	Total 2022 £
Salaries and National Insurance	167,598	141,018	308,616	290,286
Project expenses	-	212,062	212,062	468,876
Support costs	117,410	-	117,410	128,096
	<u>285,008</u>	<u>353,080</u>	<u>638,088</u>	<u>887,258</u>

	Activity undertaken directly £	Activity support costs £	2023 £	2022 £
Heritage projects	<u>520,678</u>	<u>117,410</u>	<u>638,088</u>	<u>887,258</u>

Included within the expenditure analysed above, there are also governance costs of £5,650 (2022 - £2,448). See note 7 for further details.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2023

7 Analysis of governance and support costs

Charitable activities expenditure

	Unrestricted general funds £	Total 2023 £	Total 2022 £
Salaries and National Insurance	51,029	51,029	70,016
Rent, rates and services	13,899	13,899	16,724
Professional fees	8,580	8,580	569
Printing, postage and stationery	568	568	236
Telephone	2,187	2,187	3,290
Travel and subsistence	578	578	245
Insurance	1,720	1,720	1,269
Other expenses	5,310	5,310	11,478
Subscriptions to external bodies	1,601	1,601	809
AGM, national and regional events	15,013	15,013	9,483
Bank charges	374	374	271
Computer expenses	10,573	10,573	11,258
Governance costs	5,978	5,978	2,448
	<u>117,410</u>	<u>117,410</u>	<u>128,096</u>

Governance costs

	Unrestricted general funds £	Total 2023 £	Total 2022 £
Independent examiner fees			
Examination of the financial statements	5,650	5,650	2,448
	<u>5,650</u>	<u>5,650</u>	<u>2,448</u>

The above includes the fee for the subsidiary company Heritage Alliance Trading Limited. The examination charge for the year was £3,588. The additional cost recognised in the financial statements is in relation to the under accrual of prior year charges.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2023

8 Trustees' remuneration and expenses

3 trustees received reimbursements of travel and subsistence expenses in the current year totalling £328 (2022 - £24).

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:

	2023	2022
	£	£
Staff costs during the year were:		
Wages and salaries	310,097	314,330
Social security costs	29,037	25,201
Pension costs	20,512	20,770
	<u>359,646</u>	<u>360,301</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:

	2023	2022
	No	No
Full and part time employees	<u>12</u>	<u>12</u>

12 (2022 - 12) of the above employees participated in the Defined Contribution Pension Schemes.

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

	2023	2022
	No	No
£60,001 - £70,000	<u>1</u>	<u>1</u>

The total employee benefits of the key management personnel of the group were £80,090 (2022 - £71,614).

10 Independent examiner's remuneration

	2023	2022
	£	£
Examination of the financial statements	<u>5,650</u>	<u>2,448</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2023

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 2022	1	1
At 31 March 2023	1	1
Net book value		
At 31 March 2023	1	1
At 31 March 2022	1	1

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
			2023	2022	
Subsidiary undertakings					
Heritage Alliance Trading Limited	England and Wales	Ordinary shares	100%	100%	Dormant company

The address of its registered office is: St Martin Ludgate, Ludgate Hill, London, England, EC4M 7DE.

13 Stock

	2023 £	Group 2022 £	2023 £	Charity 2022 £
Stocks	-	120	-	120

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2023

14 Debtors

	2023 £	Group 2022 £	2023 £	Charity 2022 £
Trade debtors	27,587	18,089	27,587	18,089
Prepayments	1,372	1,034	1,372	1,034
Other debtors	1,330	254	1,329	254
	<u>30,289</u>	<u>19,377</u>	<u>30,288</u>	<u>19,377</u>

15 Creditors: amounts falling due within one year

	2023 £	Group 2022 £	2023 £	Charity 2022 £
Trade creditors	918	24,783	918	24,783
Other creditors	5,502	390	5,502	391
Accruals	22,218	36,211	22,218	36,211
Deferred income	94,394	67,826	94,394	67,826
	<u>123,032</u>	<u>129,210</u>	<u>123,032</u>	<u>129,211</u>

Deferred income

	2023 £
Group	
Deferred income at 1 April 2022	(67,826)
Resources deferred in the period	(94,263)
Amounts released from previous periods	<u>67,695</u>
Deferred income at 31 March 2023	<u>(94,394)</u>

	2023 £
Charity	
Deferred income at 1 April 2022	(67,826)
Resources deferred in the period	(94,263)
Amounts released from previous periods	<u>67,695</u>
Deferred income at 31 March 2023	<u>(94,394)</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2023

16 Commitments

Group

Other financial commitments

The group and charity has an operating lease commitment.

The total amount of commitment not provided in the financial statements was £53,167 (2022 - £Nil).

17 Funds

Group and Charity

	Balance at 1 April 2022 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2023 £
Unrestricted funds					
General					
Charity and group	269,046	242,701	(285,008)	110,368	337,107
Restricted funds					
Cost Of Living	-	8,005	(4,570)	(9,499)	(6,064)
DASH	-	2,075	-	(2,075)	-
Digital Academy	-	12,829	(250)	(12,579)	-
Digital Innovation	3,920	52,000	(52,011)	(3,909)	-
HEF Capacity Building	6,183	117,431	(95,821)	(21,339)	6,454
Heritage Funding Directory Project	2,054	2,800	(709)	(2,000)	2,145
Historic Religious Buildings Group	21,420	7,010	(7,086)	(3,000)	18,344
Innovation	-	12,493	(679)	-	11,814
Philanthropy	133	-	(133)	-	-
Rebuilding	(6,206)	238,783	(181,187)	(51,465)	(75)
Resilience	(1,670)	16,806	(10,634)	(4,502)	-
Other	-	31	-	-	31
Total restricted funds	<u>25,834</u>	<u>470,263</u>	<u>(353,080)</u>	<u>(110,368)</u>	<u>32,649</u>
Total funds	<u>294,880</u>	<u>712,964</u>	<u>(638,088)</u>	<u>-</u>	<u>369,756</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2023

	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					
DASH	-	13,500	(5,081)	(8,419)	-
Digital	(27,525)	146,538	(109,257)	(9,756)	-
Digital Academy	-	9,730	-	(9,730)	-
Digital Innovation	-	52,000	(39,090)	(8,990)	3,920
HEF Capacity Building	7,940	110,429	(91,253)	(20,933)	6,183
Heritage Funding Directory Project	837	2,800	(583)	(1,000)	2,054
Historic Religious Buildings Group	17,139	7,475	(1,134)	(2,060)	21,420
Philanthropy	333	-	(200)	-	133
Rebuilding	(11,050)	435,239	(375,867)	(54,528)	(6,206)
Resilience	22,385	-	(24,055)	-	(1,670)
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><u>231,191</u></u>	<u><u>950,947</u></u>	<u><u>(887,258)</u></u>	<u><u>-</u></u>	<u><u>294,880</u></u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2023

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

1. Heritage Funding Directory consists of the ongoing maintenance of a free online directory of sources for heritage funds is supported by a generous grant of £2,800 p.a. from the Historic Houses Foundation.

2. The Historic Religious Buildings Alliance, is a dedicated voluntary organisation housed within the wider Heritage Alliance. It is an interfaith and cross denominational forum which has functioned on an entirely voluntary basis since April 2011. Membership fees were introduced in 2013 to enable the Group to meet various costs such as its annual meeting, direct administration costs and management charges from The Heritage Alliance.

3. Philanthropy (Giving to Heritage Programme) – A National Lottery Heritage Funded project has now concluded (2015-2017) and the remaining funds are being used to support general philanthropic work.

4. Resilience – A grant from the National Lottery Heritage Fund (2019-2022) supported the improvement of our charity resilience and growth through consultancy support, new staffing and training.

5. HEF Capacity Building is a forum 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.

6. Rebuilding Heritage is a sector support project (2020-2023) funded by the National Lottery Heritage Fund which offers targeted support to help heritage organisations to respond to the challenges of the Covid-19 pandemic and the Cost-of-Living Crisis. It provides 1:1 support, training and resources on a range of related topics supporting organisational resilience.

7. Digital Innovation (renamed Heritage Digital Academy) is a 16-month sector support project (2021-2022) 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.

8. Digital Questions is a 12-month resource development project (2021-2022) delivered by the Heritage Digital Consortium, providing answers to the sector's key digital questions through resources. The Heritage Alliance was the lead partner and focused on the topics of "creating, finding and sharing digital content". This project fits under the wider Digital Heritage Hub delivered in partnership with the Arts Marketing Association and the University of Leeds.

9. 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.

10. Cost-of-Living is a 9-month evidence desk (2022-2023) funded by Historic England to gather insights into how the crisis has affected the sector.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2023

11. Innovation refers to a 6-month program funded by a grant from the National Lottery Heritage Fund as part of their new 'Innovation: Explore' fund. This grant enables The Heritage Alliance to investigate the challenges and opportunities in accessing resources and improve wayfinding of non-heritage resources for heritage organisations.

18 Analysis of net assets between funds

Group

	Unrestricted funds General £	Restricted funds £	Total funds at 31 March 2023 £
Current assets	421,258	71,530	492,788
Current liabilities	<u>(84,151)</u>	<u>(38,881)</u>	<u>(123,032)</u>
Total net assets	<u>337,107</u>	<u>32,649</u>	<u>369,756</u>

	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>

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.