How to Develop and Deliver a Heritage Fund Project

Training

Camden 4 Pilot

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Saturday 29th January 2022

St Mary’s Church, Somers Town
Welcome and Purpose of the Training

• Welcome – who we are
• The Camden 4 Project
• Format of the day
  • Workshops
  • Activities and Q&A’s
• Outcomes of the day
  • Understanding of the NLHF’s priorities and process
  • Tools to help develop your own projects
• Housekeeping
Introductions

• Your name

• The church you are associated with and role, if applicable

• Thinking about your church, what is the most important part of the heritage to you, as an individual?

• Something to think about during today’s workshop.....
  • Does your personal view reflect the formal view (e.g. listing) or other members of the community?
# Introduction to the National Lottery Heritage Fund’s grants

<table>
<thead>
<tr>
<th>Grant thresholds</th>
<th>Purpose of all programmes is to connect people/ communities to heritage and...</th>
<th>Deadlines</th>
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<tbody>
<tr>
<td>£3k to £10k</td>
<td>Up to 1 year&lt;br&gt;Not for profit/private owner of heritage</td>
<td>Rolling programme 8 weeks assessment</td>
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<tr>
<td>£10k to £250k</td>
<td>Up to 5 years&lt;br&gt;Not for profit (&amp; private owners of heritage up to £100k&lt;br&gt;Contribute at least 5% of the costs&lt;br&gt;Terms of contract up to 20 years</td>
<td>Rolling programme 8 weeks assessment&lt;br&gt;Option: project enquiry</td>
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<tr>
<td>£250k to £5 million</td>
<td>Up to 5 years&lt;br&gt;Not for profit or partnership led by a not for profit&lt;br&gt;Contribute at least 10% of the costs&lt;br&gt;Terms of contract up to 20 years</td>
<td>Expression of Interest (20 days) to see if you can apply&lt;br&gt;Applications quarterly</td>
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Strategic Funding Framework (2019 – 2024) & current priorities

Inclusion (mandatory outcome) A wider range of people will be involved in heritage

Economy The local economy will be boosted

Wellbeing People will have greater wellbeing

Local area The local area will be a better place to live, work or visit

Skills People will have developed skills

Organisational resilience The funded organisation will be more resilient

Environmental sustainability: Consider what steps can your project take to increase positive environmental impacts and reduce negative environmental impacts

Other outcomes

Heritage will be in better condition

Heritage will be identified and better explained

People will have learnt about heritage, leading to change in ideas and actions

Priorities for heritage

- Landscapes and nature
- Community heritage
- Heritage at risk

Heritage Fund
What Does a Heritage Project Look Like?

• A project that involves any type of ‘heritage’ – wide ranging definition
• Typically involves **capital works** and **activities**; outcomes for both people and heritage – both are important, especially to the National Lottery Heritage Fund
• Typically delivered in Stages:
  
  Viability/Pre-Development ➔ Development ➔ Delivery ➔ Operations

• Quite often, the first stage (viability) can take the longest, as you get yourself set up, define the project scope, and secure some initial funding.
• Heritage projects involve a range of people, skills and often partners
• Projects come in all shapes and sizes, and can take time to get right
How to develop a project

1. Not Grants for Places of Worship (GPOW)!
2. Use the Expression of Interest form to scope out the project
3. Use Resilient Heritage Strength Checker to see if you are ready to take on a project [https://www.resilientheritagechecker.org.uk/](https://www.resilientheritagechecker.org.uk/)
4. Consider a phased approach to build capacity, fundraise and increase chance of success
5. Talk to other heritage sites about their experiences and lessons learnt
6. Visit other churches to help develop a shared vision of what you might do (and what you don’t like)
7. How to achieve success
Reawakening St Mary Magdalene: Project aims

• Prevent further damage to the fabric of the building
  • Stop water ingress through South Aisle roof & North Porch
  • High level stone repairs
  • Clean, and conserve windows, leadwork and surrounding stone work

• Ensure the building is fit for purpose
  • Upgrade electrics, heating, lighting, security, fire systems
  • Create new acoustically separate space
  • Improve access, visitor welcome and experience
Project aims

- Be part of Newark’s heritage offer, raising awareness of the local, regional and national significance of the church
- Connect with, and engage with our community
- Contribute to heritage skills development
- Create employment / economic benefits
- Minimise the church’s carbon footprint through energy efficiency measures and maximise benefits
Activities

• Storytelling project
  • Individuals stories of the church
  • Stories about key characters
  • Re-enactments of key events, scores created by musicians, filmed by young people, recordings are a legacy
  • Storytelling walks led by volunteers
  • 5 stories told and filmed by young people
  • Tactile story mat or story stacks to engage children
  • Reading challenge during summer holidays
  • Children create stories inspired by the windows
  • Story competition
  • Literacy projects with people who have ESL
Activities

• Stained glass theme
  • Co-created projects with different audiences
  • Reminiscence & craft sessions
• Heritage talks and tours
• Heritage skills focusing on entry level
  • Apprenticeship
  • ICON internship with glass studio
  • 6 week internships
  • work experience
• Range of new volunteer roles & training
Project structure during delivery phase

- Consultative Project Steering Committee
- PCC of St Mary Magdalene with St Leonard
- * Including Architect, Conservation Management, Lighting, Services, Acoustician, Access Consultants
- Architect-led Multi-disciplinary Design Team
- Structural Engineer
- Evaluation Consultant
- Archaeologist (watching brief)
- Interpretation / Graphic Designer
- Web Designers
- Contractors
  - Main contractor
  - Window Conservators
  - Solar panel specialists
  - Stained Glass Internship
- Project Manager
- Quantity Surveyor
- Finance and Administration Committee
- Heritage Operations Manager
- Heritage Engagement Co-ordinator (0.6 FTE)
- Parish Administrator (0.8 FTE)
- Existing and new volunteers
- Head Verger
- Director of Music
- Organist

The Finance and Administration Committee is a committee of the PCC and accountable to it. It will be responsible for ensuring that each member of paid staff has a designated line manager and that volunteers are also appropriately managed. This committee will also identify and monitor KPIs as described in section 27.2.
Working Lunch: Potential Project Challenges & Opportunities

1. What is the heritage at your church?
2. What stories do you have to share?
3. What statutory designation does your church have? (Grade I, II, II* listing)
4. Do you have a ‘golden thread’ or theme that ties your project together?
5. **How can your project make a difference to the heritage, people and your community?**

6. What barriers can you see which you will need to overcome?
   a) Are these physical barriers?
   b) Organisational e.g. capacity, financial, knowledge of local needs?
   c) Attitudes, awareness
Feedback on activity – how might you act on this to develop a project?

1. Think about who currently engages with the church and how
2. Research who lives in your community and who you aren’t serving, but who might be interested in your heritage or using the building
3. Are there gatekeepers who are working with these communities?
4. Who else might be interested in your heritage?
5. List out the barriers you have identified and think about how you might overcome these through this project
6. Go and visit other sites who have delivered projects with similarities to you – can you learn any lessons?
**Activity: Demonstrating Need and Demand**

- Helping you to establish a case for your project
- Lead in for Training Session 2: Establishing a Project Vision
- An Example:

<table>
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<tr>
<th>1. Who currently engages with your building and how?</th>
<th>2. Who in your community isn’t engaging with your building, and why?</th>
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<tbody>
<tr>
<td>Congregation</td>
<td>A specific community – language barriers</td>
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<tr>
<td>Primary schools – we host school assemblies, work with church school</td>
<td>General public – unsure on entering a church</td>
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<tr>
<td>Older people – attend activities, volunteer</td>
<td>Young adults – not interested in our activities</td>
</tr>
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<tr>
<th>3. What needs are not being met within your community, and which could you support?</th>
<th>4. Who locally might be able to help you? (potential partners)</th>
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<tbody>
<tr>
<td>Digital poverty</td>
<td>Homeless charity</td>
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<tr>
<td>Lack of heritage/cultural venues</td>
<td>University/college</td>
</tr>
<tr>
<td>Lack of community space</td>
<td>Council</td>
</tr>
<tr>
<td>High levels of substance abuse</td>
<td></td>
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In summary - how to apply to the National Lottery Heritage Fund

1. Over £250k Expression of Interest
2. Executive summary of plans – gateway to an application
3. Do not under-estimate the level of detail required
   1. Project title
   2. What you plan to do – your aims, and key tasks to achieve these (200 words)
   3. Heritage outcomes your project will deliver (200 words)
   4. Why the heritage is important and to whom (100 words)
   5. Need for the project and work you have done to demonstrate potential benefits of the project (200 words)
   6. Programme (50 words)
   7. Costs (200 words) and amount being requested
Critical success factors

- Governance – is the PCC ready for the project?
- Clear aims, outputs and outcomes which show the difference this project will make
- Balance and integration of capital repairs, interpretation and activities
- Involving the community and partners from the beginning
- Commitment to inclusion across all aspects of the project
- Authentic project that reflects your church and community
- Legacy and sustainability
- Give yourself time to develop the right project and flesh out the detail as you can’t ask for more money once you get a grant!
How else can we help you?

• Do you have any unanswered questions?
• Do you need any guidance as to what to do next?
• Do you need signposting to sources of information to help develop your case?
Evaluation and Resources

• Please complete your evaluation form – hand back to Susan.

• Resources to take home include:
  • Training Slides – take home today
  • Blank Need & Demand and Working Lunch worksheets – to be emailed
  • Project Lifecycle diagram – to be emailed
  • LHBT Exercises – DRAFT – to be emailed when finalised

• Visit the following websites for more information on heritage projects:
  • Heritage Fund https://www.heritagefund.org.uk/
  • Heritage Trust Network https://www.heritagetrustnetwork.org.uk/

• Reach out to other churches / heritage sites and talk to them......