

The Heritage Alliance
Annual Report and Financial Statements
Year Ended 31 March 2021

Company registration number: 04577804

Charity registration number: 1094793

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The Heritage Alliance

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The Heritage Alliance

Reference and Administrative Details

Trustees	Mr J H Cleary Dr I H Samuel Prof I W F Baxter Ms J Wills Mr P Aiers Mrs H A Jermy Rear Admiral R A G Clare Mr C M B Sutton Ms K Streeter Mr J D Probert
Secretary	Ms E Glithero-West
Senior Management Team	Ms E Glithero-West, Chief Executive Officer
Principal Office	5-11 Lavington Street London SE1 0NZ
Registered Office	5-11 Lavington Street London SE1 0NZ The charity is incorporated in England & Wales.
Company Registration Number	04577804
Charity Registration Number	1094793
Solicitors	Taylor Walton 28-44 Alma Street Luton Bedfordshire LU1 2PL
Bankers	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
Independent Examiner	Francis Clark LLP North Quay House Sutton Harbour Plymouth Devon PL4 0RA

The Heritage Alliance

Trustees' Report

The Trustees submit their report and the unaudited financial statements for the year ended 31 March 2021. 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.

Structure, Governance and Management

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

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

The governing document is the Memorandum and Articles of Association and the Trustees of the charity are the directors for the purposes of company law. A revised Articles of Association was adopted by Special Resolution dated 6 December 2018.

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

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

Kate Streeter and James Probert were elected as new Alliance Trustees at the AGM on 10 February 2021. The previous December (2020) Ben Cowell completed his extraordinary fourth term with the Heritage Alliance as Trustee and Deputy Chair and stepped down from the Board

At 31 March 2021, the Trustees, who are also directors, were as follows:

Mr P Ainsworth (Chair), Dr I H Samuel (Deputy Chair), Mr C M B Sutton (Hon Treasurer),
Mr J H Cleary, Prof I W F Baxter, Ms J Wills, Dr A Whitelock, Mr P Aiers,
Rear Admiral R Clare, Ms H Jermy, Ms K Streeter, Mr J Probert.

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

The Heritage Alliance

Trustees' Report

Objectives and activities

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

a) For the benefit of the public:

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

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

b) The advancement of education of the public:

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

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

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

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 interested in the Alliance's work of championing England's 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.

The Heritage Alliance

Trustees' Report

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
- Funding and Investment
- Mobile Heritage
- Digital, Learning and Skills

Working Groups:

- Marine Heritage
- Tax

The Historic Religious Building Alliance is also a distinct group with its own membership, overseen by the Heritage Alliance, bringing together those working for a secure future for historic religious buildings.

Communications Activities

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

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

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

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

- Giving to Heritage: legacy webpage of the National Lottery Heritage Fund-funded project on Heritage and Fundraising;
- Heritage Funding Directory: Heritage funding sources available (co-managed with Architectural Heritage Fund and funded by the Historic Houses Foundation);
- COVID-19 Guidance Hub: guidance and good practice (Sponsored in 2020-21 by The University of Oxford);
- Brexit Guidance Hub: collating guidance around the end of the transition period;
- Rebuilding Heritage: National Lottery Heritage Fund funded sector-support project on COVID specific support;
- Heritage Digital: National Lottery Heritage Fund funded sector-support project on digital skills for the heritage sector; The Historic Environment Forum (Funded by Historic England and managed by The Heritage Alliance).

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

The Heritage Alliance

Trustees' Report

Sector Support Projects

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

Heritage Digital, funded by the National Lottery Heritage Fund, launched in July 2020 supported over 900 organisations this year to learn new digital skills around Marketing Strategy, Communications, Rights and Technology through conferences, webinars, guides and masterclasses.

Rebuilding Heritage, funded by the National Lottery Heritage Fund and running from September 2020, offering targeted support to help heritage organisations to respond to the challenges of the Covid-19 pandemic. Over 123 support packages have been offered this year, in the shape of valuable 1:1 consultancy in fundraising, business planning, legal matters, and communications, and small group training sessions on leadership and wellbeing. Rebuilding Heritage is also running an open access programme and has delivered 9 webinars so far on a range of related topics supporting organisational resilience.

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 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.

Heritage 2020 was a major initiative to strengthen partnerships and collaborative working across the historic environment sector in order to sustain and promote the historic environment of England, encourage access and broaden knowledge for a variety of audiences. The project completed in Autumn 2020.

Strategy 2016-2020

From 2016-2020 the Heritage Alliance's strategic aims were to focus efforts and resources in the following areas:

1. Advocacy 'Shaping Policy';
2. Engagement 'Demonstrating Value';
3. Capacity Building 'Building Skills and Sharing Best Practice';
4. Resilience 'Creating a Strong Sustainable Organisation'.

Achievements and Performance 2020 - 2021

Key Highlights

- This year the Heritage Alliance saw a 10% membership growth and piloted a series of new members events (including the Leading in Lockdown CEO series and Members Roundtables);
- We swiftly adapted to support our membership and the wider sector during the pandemic, upping communications and continually representing our diverse membership to DCMS as the pandemic progressed, including supporting Government thinking on the Culture Recovery Fund and Covid Guidance alongside ongoing advocacy work;
- We held over 85 meetings with Government and decision-makers including two Heritage Councils, and a regular Covid-focused Heritage Advisory Group to DCMS Ministers;
- We created freely available Brexit and Covid-19 guidance hubs and collated evidence on impacts to heritage around the Brexit transition period, working with a UK Wide Heritage group;

The Heritage Alliance

Trustees' Report

- A new insight report on Heritage, Health and Wellbeing was published with associated roundtables and launch event;
- Event delivery was successfully pivoted to hold our first fully virtual Debate (on Young People and Heritage) and a virtual 'Heritage Day', which featured the first speech from the newly appointed Heritage Minister. We also delivered in partnership with the University of Oxford a series of virtual Heritage Dialogues;
- This year saw the embedding of significant improvements to our internal technological infrastructure including a new CRM system, and we launched new Heritage Alliance, Heritage Funding Directory and Historic Environment Forum Websites. Heritage Update also got a new look;
- The Historic Environment Forum new model was initiated effectively and through the year it created, in partnership with Historic England, the Heritage Recovery Plan, coordinated the approach to the DCMS Heritage Working Group and Heritage Council, published a public narrative on the value of the historic environment post-Covid, disseminated targeted guidance on Brexit through a set of FAQs, and coordinated an approach to evidence gathering, leading to better informed advice and guidance;
- The Heritage 2020 project was successfully completed, was fully archived in open access and left a legacy in the new Historic Environment Forum model.
- New project income to support our sector support functions was secured through National Heritage Lottery Funded Projects: Rebuilding Heritage, Heritage Digital Academy, Heritage Digital Questions.
- The Heritage Lottery Funded Heritage Digital Project successfully moved to a fully digital programme in response to the pandemic from January 2021, responding to emerging sector digital needs (and rapid digital upskilling in some areas) by adapting delivery topics, for example on Brexit and Digital Collaboration Tools. The programme delivered 2 large-scale digital events under the #HeritageDigitalNow banner, seeing a combined audience of 831 individuals, and delivered 6 standalone webinars, 8 small-group virtual workshops and produced 4 downloadable guides. There were over 50,000 page views of heritage-digital.org.
- The National Lottery Heritage Funded Rebuilding Heritage programme launched in autumn 2020 and worked at a rapid pace to deliver targeted support: 123 dedicated support packages have been delivered to 94 heritage organisations and businesses with applicants to the programme receiving assistance within a month of their application. The open webinar programme has seen 839 attendances to the 9 live events delivered so far.

1. Advocacy: 'Shaping Policy'

An informed and dedicated advocate for the sector

"I am grateful for the extensive work you have done to rapidly respond to this unprecedented event. [...] I look forward to continuing to work with the Heritage Alliance through the heritage working group to support the recovery and renewal of the heritage sector." Nigel Huddleston MP, **Minister for Sport, Heritage and Tourism**

The Heritage Alliance Policy Priorities in 2020 - 2021

The Alliance is the largest coalition of independent organisations in the heritage sector, now at over 160 organisational members. 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 and Heritage Working Group. The Alliance engages in thought leadership and briefs opinion-formers in the Westminster Government and beyond on the value of heritage and the contribution the independent heritage organisations make to contemporary society and its potential to solve a host of public policy problems. The Chair, Chief Executive and policy team continue to take a leading role in promoting this message with senior figures in government, Parliament, the heritage sector, other related sectors, and the business community.

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Throughout the year, we pursued our core mission to champion heritage through our role as informed and dedicated advocates for the independent heritage sector. Our CEO, supported by the policy and Historic Environment Forum teams, played an active part in the Heritage Council and at the Covid-focused regular DCMS Heritage Working Group as well as engaging with a significant number of meetings and information requests around Covid, Brexit, the Environment, Spending Review, Planning Reform and other more specialist areas. We held over 85 meetings with Government and decision-makers over 2020-21. This year has been one of acute challenges for the heritage sector. We transformed overnight our advocacy and sector support programmes to digital delivery, providing continuity of regular activities and engagements, as well as implementing new responsive ones such as the Brexit and Covid-19 guidance hubs.

Our CEO is one of the six regular members of The Heritage Council bringing together senior representatives and government. We contributed insight, data, and both concerns and suggestions on critical topics such as the development of the Culture Recovery Fund, Covid lockdown and reopening guidance, the Spending Review, Environment Bill and Brexit impacts. The Alliance also sits on DEFRA's Agriculture Bill Tests and Trials and Land management stakeholder groups, and their Environment Bill stakeholder group.

In the DCMS's Heritage Working Group (meeting weekly at the height of the crisis), the Alliance regularly represented our diverse membership to DCMS as the pandemic progressed. We also supported the department by briefing on issues, collating evidence, questions and case studies, reflecting on draft guidance, and through facilitating roundtables with our members.

Our collaborative approach enabled continuous and positive information exchanges, feeding to government the concerns of a sector in crisis while also taking DCMS's questions and guidance back to the sector for further insights. We gave a voice to heritage organisations that would be too small or too specialised to have a direct channel and united the approach of larger heritage stakeholders with the rest of the independent sector. Over the past year we have coordinated material and advised the DCMS and other Government Departments, particularly DEFRA and MHCLG, on areas including Covid 19 impacts, funding and support for the sector, the Budget and Spending Review, Planning White Paper, the Environment Bill, Environmental Land Management, immigration, movement of goods, heritage fuels and emissions, VAT and fiscal incentives for repair and Cultural Heritage Capital.

The Alliance's new Manifesto, launched in Autumn 2019, remained the main statement of our policy positions during this period, supplemented with a summary of our fiscal and funding priorities Backing the Bedrock 2020. The Alliance also responded to a range of calls for evidence and consultations on behalf of its members and produced briefing documents for their information. Products this year include:

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List of Publications, Consultation Responses, Summaries and Briefings

Consultation Responses

- Impact of Covid-19 on Charities Inquiry (DCMS Select Committee)
- Impact of Covid-19 on DCMS Sectors (DCMS Select Committee)
- Inquiry into Covid (Tourism and Hospitality APPG)
- Call for Evidence: Shortage Occupation List (Migration Advisory Committee)
- ELMS Policy Discussion Consultation (DEFRA)
- Tax After Coronavirus (Treasury Committee)
- Integrated Review (FCO)
- Fisheries Evidence Call (Scrutiny Committee)
- Review of Business Rates (Valuation Office)
- Changes to the Current Planning System (MHCLG)
- Planning for the Future White Paper Consultation (MHCLG)
- The future planning system in England (HCLG Committee)
- Review of Business Rates Part 2 (Valuation Office)
- Supporting housing delivery and public service infrastructure (MHCLG)
- Call for Evidence: Conservation, People and Places (APPG Conservation)
- Right to Regenerate Consultation (MHCLG)
- NPPF and National Model Design Codes Consultation (MHCLG)
- Covid Status Certification Consultation Response

Briefings and Reports

- Heritage, Health and Wellbeing - A Heritage Alliance Report
- Briefing for Peers ahead of Short Debate on Planning
- Joint Statement on Tackling Climate Change
- Briefing on the 'Heritage Sector Asks' in relation to Covid, with HEF members
- Joint Statement of the Intent to end Racism for the Heritage and Museum Sector
- Heritage in the Context of Britain's Future Relationship with the EU
- Creative Industries Federation Paper on Un-sponsored Immigration Route
- Joint Briefing with Environment and Planning Group ahead of Planning Debate in the HoC
- Comprehensive Spending Review 2020 (Treasury)
- Backing the Bedrock 2020
- Letter to Newcastle Council highlighting the important role of coal in mobile heritage
- Vision for Planning, published by CPRE by its planning working group
- Budget Representation 2021
- Tax Briefing 2021
- Letter to Oliver Dowden, Secretary of State, from the Heritage Bodies Chairs Group
- Heritage Recovery Plan
- Letter for Richard Graham MP in support of Environment Bill Amendments
- SEA and ELA Joint Paper to DEFRA
- CPRE Vision for Planning (co-signature)
- Local Listing Letter (JCNAS co-signature)

The Heritage Alliance

Trustees' Report

The Alliance's Advocacy Groups: a key mechanism for membership engagement and policy and advocacy development

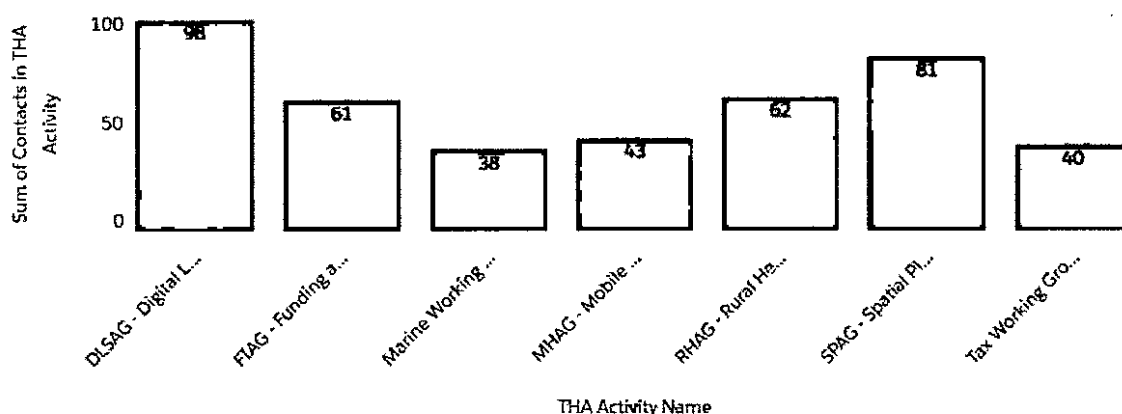
"Our membership of The Heritage Alliance is a crucial link into policy decisions at Westminster. [...] I now chair the Alliance's Digital, Learning and Skills Advisory Group [...] providing further opportunities to represent the views of colleagues in Oxford and ensure that Oxford projects are featured in policy reports and briefing notes."

(Oliver Cox, **University of Oxford**)

The Alliance draws on its membership for their knowledge and expertise to influence legislation, policy and guidance. Members' shared interests are served by the five Advocacy Groups - Spatial Planning, Funding and Investment, Digital, Learning and Skills, Rural Heritage and Mobile Advocacy Groups, and two working groups on fiscal incentives and marine matters. These groups operate as the Alliance's primary advisory bodies on policy issues by preparing consultation responses as well as acting as information-sharing forums that bring in external stakeholders on more specialist issues.

Number of individuals in Advocacy Groups in 20-21

THA Advocacy Groups 20-21



[View Report {THA Advocacy Groups 20-21}](#)

Our advocacy groups remained key networks and spaces for advocacy development and delivery as they pivoted digitally. In 2020-21, a record 248 individuals were registered in the groups contributing nearly 2,500 hours of their time. In certain cases, such as the Mobile Heritage Group, a diverse yet specialist group of stakeholders worked to articulate common goals. This ensured that mobile heritage, a segment identified particularly at risk through the Rebuilding Heritage consultation, is kept on the radar of policy-makers.

Our Funding and Investment Group was instrumental at the start of the pandemic in providing a platform to discuss the immediate impacts of COVID-19 on the sector and strategies being carried out by heritage organisations. A key meeting, including representatives from Historic England, Arts Council England and the Heritage Fund, helped shape the efforts of ALBs and sector bodies to mitigate the effects of lockdown on different parts of the sector.

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The Spatial Planning group was also very active in the face of proposed Planning reform. The diverse mix of members ranging from amenities societies, sector bodies (e.g. CLA), charities and private owners with working heritage assets collaborated on common issues and opportunities as planning became key in the government agenda, briefing our CEO for meetings with MHCLG ministers and responding to a series of important reform consultations.

The work of RHAG (Rural Heritage Advocacy Group) really demonstrated the impact that advocacy groups can have for the benefit of the greater sector. The group is primarily DEFRA facing, navigating the complex relationships between heritage and agriculture, environment and landscape. This last year, RHAG, pulling together experts from the breadth of the independent heritage sector was able to provide a single voice that DEFRA could interact with easily around the agriculture, the fisheries and the environment Bills. The group sent experts to represent the Alliance at DEFRA's stakeholder meetings, uniting academic, owners and policy thinking. Ultimately, the advocacy group's consistent efforts contributed to the case made in the Heritage Council which led to DEFRA employing for the first time a strategic heritage lead.

2. Engagement 'Demonstrating Value':

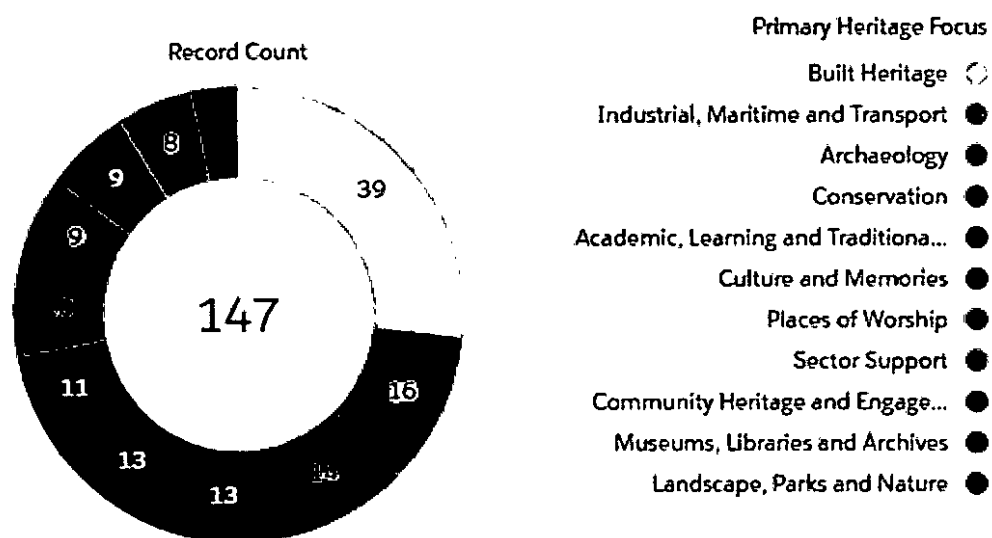
A growing and broad membership united as one voice

"Proud to be a member of this organisation, their support to the heritage sector at this time has been nothing short of exceptional. #supportingheritage #heritematters" Dominic Taylor-Lane, the Association of Heritage Engineers

The Heritage Alliance's membership continued to broaden in 2020-21 passing the 160 member mark, with a significant growth in Community Heritage and Engagement and Archaeology organisations. This places us in a unique position to gather the views, case studies and insights and in turn, represent the broadest spectrum of the 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.

The Alliance's Core Member Primary Heritage Focus (excluding affiliate members)

Current Core Members Primary Focus



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

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Due to financial precarity of the heritage sector during the pandemic, we identified risks around loss of membership renewal income. However due to our communications, advocacy and member care, we limited losses of renewal income and achieved 13% growth in our overall membership income against budget. Our membership numbers increased 10% this year alone, demonstrating our growing visibility and value to the independent heritage sector.

"I just wanted to say @Heritage_NGOs is the best model of a #third sector membership model. Bang for buck. Engaging. Useful. Practical tools. Representative of big & small. Influential. / In no small part your leadership. / Thank you." Tweet from Anita Kerwin-Nye, Youth Hostel Association

Research and evidence gathering to provide insight for the sector and beyond

Using our constant and extensive evidence gathering work from our membership and the wider sector, we developed numerous insights which we shared at key Government meetings such as the Heritage Council and working groups as well as publishing them to the benefit of the broader sector.

"A must-read report for all involved with engaging people with heritage especially in these strange times - enjoying hearing about new ways to do this, much to reflect on for @LandmarkTrust's own #HeritageHealthWellbeing activities on our projects." Caroline Stanford, The Landmark Trust

In September, we published our 'Heritage, Health & Wellbeing' report with a foreword from Nigel Huddleston, then Minister for Sport, Heritage and Tourism. Heritage has a unique role to play in promoting both societal and individual wellbeing. The health and care sector should also harness the unique offer of heritage and recognise the multiple benefits it can bring. We predict a concerted governmental and societal focus on health as we move out of the pandemic, and organisations that put wellbeing at the forefront of their future strategy are likely to thrive. This report collated over 30 case studies demonstrating the transformative power of heritage and making clear recommendations to increase the sector's potential to help those who need it most. The Alliance inspired and became a partner in the 'Places of Joy' lockdown wellbeing research project led by the University of Southampton with Cambridge University and the University of Surrey. The preliminary findings were presented at Heritage Day. In 2021, we will be looking at funding for a future project taking the recommendations forward.

The publication of 'Backing the Bedrock 2020' in the Autumn was a key document collating and outlining the fiscal and funding priorities of our membership and the wider sector. It was distributed to all House of Commons MPs and interested Lords ahead of Spending Review, providing a concise, insightful picture of the independent heritage sector and their funding priorities in the light of the pandemic.

At the beginning of 2021, the Historic Environment Forum (hosted by the Heritage Alliance) produced and published jointly with Historic England the Heritage Recovery Plan, a key document to the support sector's recovery in a post-Covid landscape through a series of short/medium- and longer-term actions.

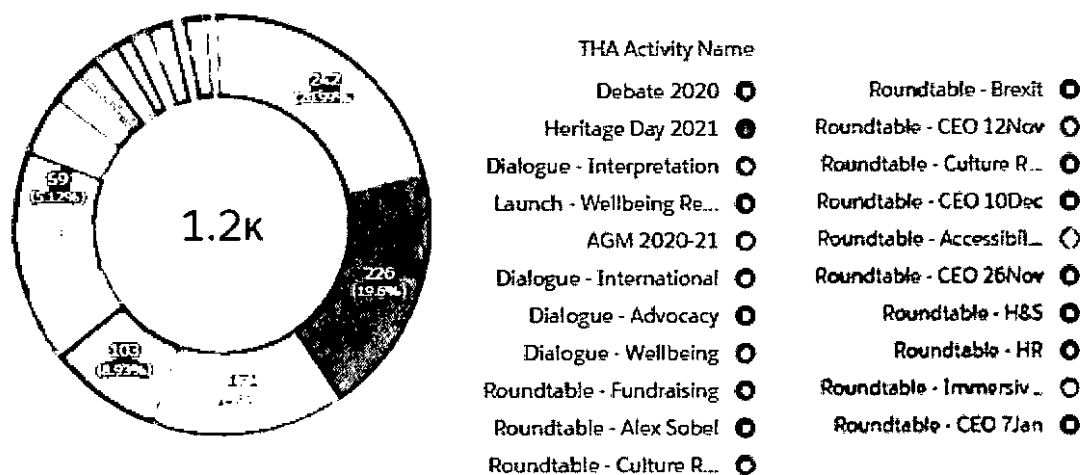
Finally in February, we coordinated, with Historic England's support, a number of roundtables with our membership on the topic of diversity and inclusion. The insights emerging from this will help shape both organisations' thinking in this space and map a strategy to support the sector.

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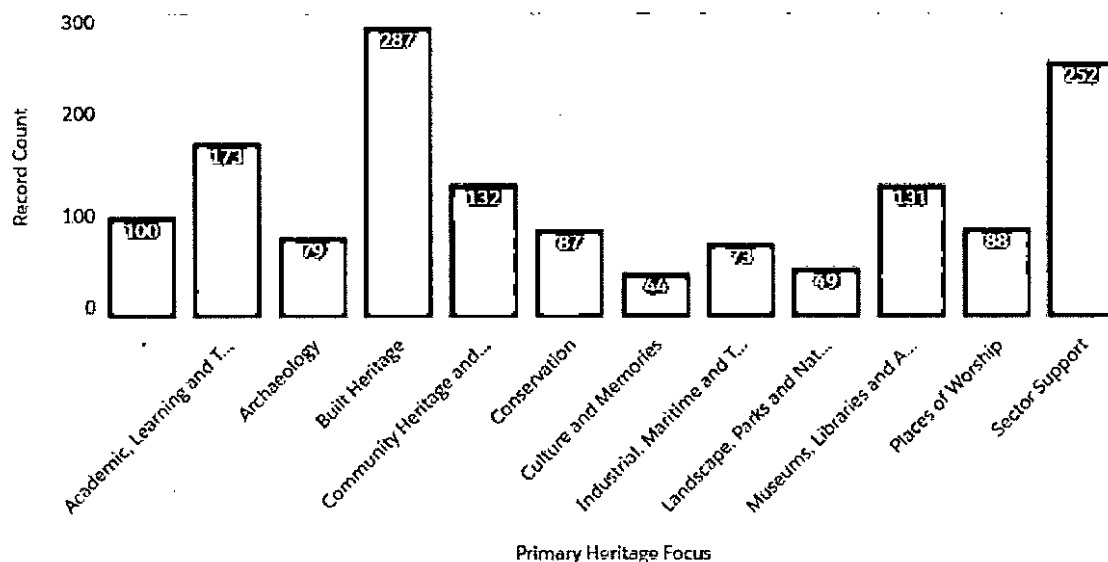
Digital Sector-wide Events, catalysing new perspectives and positivity

The Heritage Alliance's Events Attendees 2020-21 (excludes no-shows)*



*Please note that the figure for the Launch of our Wellbeing report is underestimated due to an issue with the recording of data for this event.

The Heritage Alliance's Events Attendees' Primary Heritage Focus



The Heritage Alliance

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This year, we pivoted to digital delivery and expanded our established programme of sector-events to offer insight, catalyse new perspectives and bring positivity to the heritage sector as individuals and organisations navigated the pandemic. Over 1,200 attended our events, four times our usual audience, excluding the additional and substantial audiences for our Rebuilding Heritage and Heritage Digital programmes. Audiences ranged from senior policy-makers and heritage practitioners to students and other connected sectors keen to broaden their understanding of heritage. Our events played a key role in articulating the value of heritage as a solution to public policy problems and for wider society, while challenging the sector to engage with key topics that will impact its long-term sustainability and relevance.

"98% said they would consider the discussions in the context of their organisation" (Post-Debate Survey Stats)

In November, we used our unique insight into the UK heritage sector to facilitate discussion on the engagement of young people with heritage through our annual debate: 'Young People & Heritage: Creating Lifelong Supporters?'. This event (generously sponsored by Ecclesiastical and entirely free this year) featured blogs written by young people, a video created by English Heritage 'Shout Out Loud' project young producers, and a presentation of research insights from Ecclesiastical Insurance. It was an opportunity to bring the sector together to consider how to improve its practices regarding inclusion and engagement of young people, and was itself chaired by young heritage professionals. The event was also a chance for the Heritage Alliance to step back and listen to different parts of the sector as experts whilst the audience reflected on young people's engagement, governance and education. As well as being our most popular Debate on record, and delivered free to attendees with viewers from across the UK, 10% of the audience were students, offering a real opportunity to reach heritage leaders of the future.

"Thank you for such an informative couple of days, I agree, I see such optimism and positivity and have learnt a huge amount to take forward into my work and studies. I can see that I will have a huge network of support to look to for support as I make a career change and head into the Heritage Sector." **Heritage Day Participant**

Heritage Day 2021, which took place at the end of March, catalysed a wave of positivity across the heritage sector after the challenges posed by the COVID-19 crisis. The event included keynote addresses from Laurie Magnus, Chair of Historic England, and new Heritage Minister Caroline Dinenage as well as panel discussions and case studies. Attendees reported a feeling of empowerment and energy. The event also provided a great opportunity for a sector, which had been potentially isolated in the last year, to reconnect with each other and build fruitful new networks. The Minister took the opportunity of Heritage Day to renew commitment to the Heritage Council and announce a future Heritage Statement with collaborative roadshows to gather sector views. The Heritage Alliance and the Historic Environment Forum have taken on the coordination of some of these important events.

Finally we launched this year a new series of sponsored webinars, 'Heritage Dialogues', sponsored by academic partner University of Oxford, to foster exchange and shared learning on key topics for the sector including: international connections, inclusive interpretation, advocacy and wellbeing. The events were attended by over 350 heritage practitioners, from across the UK and beyond and we were subsequently approached by DCMS to share further insights on certain topics.

Keeping the sector informed in a time of crisis

"Just wanted to say I think you guys are doing a sterling job of keeping everyone updated during this crisis. I'm very glad the sector has you in our corner." Tiva Montalbano, **World Heritage UK**

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From the onset of the pandemic, the Heritage Alliance took an active and central role as a reliable source of information to keep the sector equipped to respond as the country went into lockdown. We provided a digest of key news and guidance emerging from government as well as lessons emerging from the sector, supported by our #HeritageInLockdown campaign. We were approached by DCMS and ALBs such as Historic England and the Heritage Fund to disseminate news and messages quickly to support initiatives such as the Culture Recovery Fund and the Track and Trace app.

In addition to our existing channels (our fortnightly newsletter Heritage Update, our social media channels), we created COVID and Brexit Hubs to provide live single points of information. Our approach saved time and resources for the heritage organisations in crisis, effectively increasing organisational capacity. A senior grant officer from the Heritage Fund, told us that she had the COVID hub permanently open in her browser in the first few weeks of the pandemic.

We also significantly increased the frequency of our internal communications to members, equipping them with the insights of our CEO to help them navigate the constant influx of news and guidance.

"BTW I have found all the info from THA during this period very useful. As a one-person-band it's very helpful and reassuring to have all the resources curated for me." Caroline Davidson, Norfolk Archaeological Trust

3. Capacity Building ;'Building Skills and Sharing Best Practice';

A range of supportive initiatives and collaboration for our membership

"There was a celebratory glass of wine at Icon Towers a fortnight ago. I am very grateful to Sarah for offering enthusiastic encouragement during her session. You convinced me that it was worth a shot and gave helpful advice on how to handle the questions." Sara Crofts, CEO, Icon

Aware of the sudden isolation the sector faced from the onset of the pandemic, we launched a number of digital initiatives exclusive to our membership.

The Heritage Alliance CEO created a fortnightly peer-to-peer network for senior managers of small-to-medium heritage charities, "Leading in Lockdown: Cuppa and Chat", providing a space for support and problem-solving, creating new bonds for leaders across the sector. We also launched a series of small roundtables where members could gain insights from sector experts and experience peer-to-peer networking. Themes covered included: Immersive Technology, HR, H&S, Accessibility, Culture Recovery Fund and Fundraising. We supported DCMS by jointly facilitating roundtables and webinars on Brexit to equip our members with guidance and advice on how to prepare for the changes ahead. Finally in partnership with commercial members and partners we developed a number of free consultancy offers for our members this year, providing practical support and immediate advice.

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NLHF-funding catalysing waves of sector support

We secured a number of project grants from NLHF enabling us to develop and launch key support programmes, helping the sector UK-wide, well beyond the confines of the Alliance's membership. These programmes ensured the sector's development and resilience in a year of crisis.

Heritage Digital, launched in July 2020 supported over 900 organisations to pivot their organisation digitally around Marketing Strategy, Communications, Rights and Technology. Through conferences, webinars, guides and masterclasses, the Heritage Digital consortium empowered organisations across the UK to broaden their audiences, embrace new skills and better explain their heritage. Over 2,000 attendees took part in the live events so far.

"Thanks for what you are doing. A really helpful overview and good to have a sense of heritage community in this difficult time"

- Participant from #HeritageDigitalNow 1st October event

Rebuilding Heritage, from September 2020, focused on heritage organisations at risk, and offered targeted support to address needs brought by the pandemic. Over 123 support packages have been offered so far, in the shape of valuable 1:1 consultancy in fundraising, business planning, legal matters and communications, and group training sessions on leadership and wellbeing. It also targeted the gaps in the sector in crisis management and looked at diversity and inclusion, and wellbeing at work, by creating webinars and resources on these topics. Critically, the project is generating key insights on a sector in crisis, which are regularly fed to the government, Historic England and the Heritage Fund through platforms like the Heritage Working Group. The programme undertook detailed consultation work to understand the challenges faced by individual heritage organisations and businesses as a result of the Covid-19 pandemic. Within the first 2 months of set-up the Rebuilding Heritage team conducted over 50 hours of interviews and continued to gather live data on sector needs through online surveying and consultation events. The insights from consultation have informed the programme design and been fed back into the wider advocacy work of the Policy team.

A Collaborative and Coordinated Sector

Heritage 2020, funded by Historic England, was a collaborative initiative to sustain and promote the historic environment of England, encourage access and broaden knowledge for a variety of audiences. The programme, which completed in Autumn 2020, supported the work of 5 working groups: Capacity Building, Constructive Conservation and Sustainable Management, Public Engagement, Discovery Identification and Understanding, Helping Things to Happen. The programme gave new impetus for collaborative action in the heritage sector, pooling intellectual effort and achieving significant results fully archived in the open access digital archive ADS. As part of its legacy, Heritage 2020 planned for a structural reform of the Historic Environment Forum (see below) and secured funding for this activity.

"Thank you for the fantastic collaboration across the sector in presenting that plan [Heritage Recovery Plan] to us, it's been a massive help and it's great having that coordinated approach coming to us to discuss the main issues and concerns." Tom Callagher, DCMS

The Heritage Alliance

Trustees' Report

The Historic Environment Forum is a high-level forum, funded by Historic England and run by The Heritage Alliance, which enables collaborative working on strategic matters for the historic environment sector in England. In 2020 the Forum was equipped with more delivery resource, restructured, and its governance was improved, all making it more efficient and effective. The Forum builds on the strengths and the networks of Heritage 2020, catalysing insights from the sector to develop key documents such as the Heritage Recovery Plan and a shared narrative on the value of the historic environment post-pandemic. Over the course of the year, through a series of Task Groups the Forum proved to be highly responsive to challenges (Covid-19, Brexit, planning reform) and ready to harvest upcoming opportunities (COP26). Thanks to the high-level expertise that the Forum is able to pool, it became a trusted partner for DCMS and Arms Length Bodies, who can count on a constructive and considered approach for evidence gathering from the heritage sector.

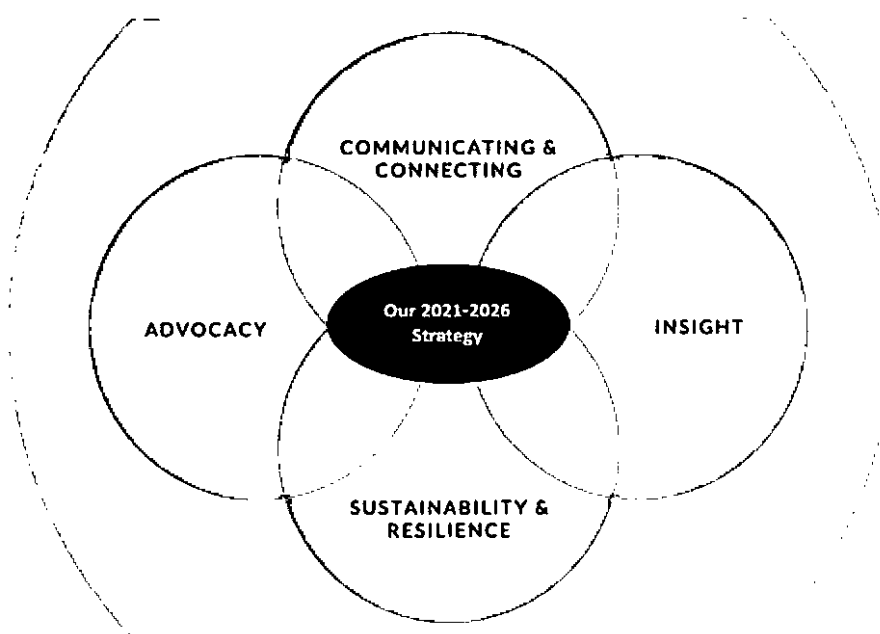
Support for Fundraising

In September 2020, we successfully launched a new website for the Heritage Funding Directory with our partners on the project, the Architectural Heritage Fund. The new website process has significantly improved the user experience and accessibility of the Directory as a resource, and saw the addition of a new list of international sources, funding guidance and case studies. Our team is continuing to update existing records and maintain the Directory as a key fundraising resource for the sector.

4. Resilience 'Creating a Strong Sustainable Organisation'

A National Lottery Heritage Fund Resilience grant provided us with a solid foundation as we invested in futureproofing the organisation, which in the long term, will make us less reliant on public funding. In addition a more resilient Heritage Alliance will be able to better support its membership and the wider sector, freed from obstacles set by dated internal infrastructure.

A new business plan provided us with a clear steer towards sustainability and supported our growth in a year where many organisations struggled. The organisation also successfully managed a number of large infrastructure changes: new CRM, new Website, Refreshed Heritage Update as well as a significant number of new processes and templates underpinning Alliance operations and ensuring greater knowledge sharing across the growing organisation.



The Heritage Alliance

Trustees' Report

In 2021-22, the focus will be on upskilling the team in place to embed learning across the organisation, launch our new strategy, setting our vision for next 5 years as well as driving additional income through marketing our membership offer and our events. We will also focus on diversifying our core funding income by engaging new funders and supporters as well as developing future projects on Wellbeing, Diversity and Innovation, based on our extensive insights.

The benefit of new communications resources and infrastructure

This year, we started to really see the benefits brought by additional resources in our communications team. In the past year, we have developed our communications style, as well as our use of compelling visuals and animations to support our messages. We also developed new project-specific channels where appropriate. As a result, we grew our Twitter followers by 19% over the last 2 years, reaching 22,100 by March 2021 and our LinkedIn presence by 1600%. We gained over 2,500,000 tweet impressions in the last year, as opposed to 451,000 in 2018-19. We were able to use our growing rate of engagement to share our insights with the sector, driving new thinking and innovation.

In March 2021, we launched our new main Alliance website, the conclusion of a 3-year project. In addition to clarifying our purpose and activities, this new website provides an easy platform to research our corpus of policy publications as well as navigate sector news and events and reach other satellite and project websites. Feedback from our members as well as key public stakeholders, such as senior leaders at Historic England, showed that our new website represents a significant step change and will act as a real time-saver for the sector.

As part of a wider reform of the Historic Environment Forum (see section 3 below), we increased the visibility and accessibility of the Forum to the sector, thanks to a new website (1.8k page views in the first 2 months). We developed a tone for our social media, and used the engagement to drive our audience's attention to crucial priorities for the future of the sector, such as climate change, funding, diversity and inclusion. We increased internal communication among the members of the Forum, to gather insights and draw on their expertise to inform our activities.

The Rebuilding Heritage programme launched an independent site - www.rebuildingheritage.org.uk - and has also run an independent mailing list and twitter account since the launch of the programme in September 2020 adding a new voice with a specific focus on sector support.

Significant volunteer effort secured to support the Heritage Alliance

We estimate the value of the volunteer effort which supported our operations in 2020-21 to be over £257,000. We already highlighted the crucial volunteer efforts of our advocacy groups and their Chairs. Coupled with the time given by our active trustees and organisational volunteers, we also benefited from a large investment of time from sector experts for our consultations and advocacy discussions, insight gathering, our heritage dialogues events and our projects.

The Heritage Alliance

Trustees' Report

The Heritage Alliance Volunteer Contributions 2020-21		
Advocacy Groups	2,430 hours	£121,500
THA Board	930 hours	£46,500
Sector Experts	838 hours	£41,900
Interns & Events volunteers	462 hours	£4,620
Experts of the Historic Environment Forum	869 hours	£43,450

In 2021-22 new recording processes, enabled by our new CRM, should enable us to capture with more clarity than ever the volunteer efforts supporting the Heritage Alliance.

Going Concern

Covid-19 has proved a substantial challenge for the Heritage sector over the last year. Many of our members are facing redundancies, have had staff on furlough and are facing an uncertain future. The Alliance has worked hard to support our membership and the wider sector through advocacy (including through regular Heritage Working Group meetings with ministers), an information service, practical support, and through our delivery of new Heritage Lottery Funded projects to build the skills and the resilience of the sector during this time of crisis. The Alliance has not been negatively financially impacted by the crisis during this financial year, and Trustees consider that, despite the pressures of Covid, the Alliance is a going concern because of its current grant funding and guaranteed project income. Our membership this financial year continues to rise. However, we know that the next two or three years will provide challenges. We will need to secure essential grant income, only currently guaranteed until March 2022, and we anticipate some reduction in membership income as organisations deal with their own uncertain future in the 2022 billing year. Reductions in income would only cause us to cease to be a going concern in the most extreme scenarios, and only after at least two more years given our levels of reserves; reductions would however result in the need to reduce the amount of activity that the Alliance undertakes. The accounts continue to be prepared on a going concern basis.

The Heritage Alliance

Trustees' Report

Financial Review

The Statement of Financial Activities on page 23 shows restricted income of £468,185 and unrestricted income of £205,613.

The year was heavily impacted by Covid restrictions, the main impact on our unrestricted income being a reduction in physical event income compared to the previous year. Our significant increase in restricted income reflects an increased number of externally funded projects. We had higher payroll and IT costs compared to the previous year, partly offset by a reduction in travel and in the costs of running physical events.

Governance costs for the year were £2,448. After project contributions to overheads of £72,412, representing management charges to support the projects in restricted funds, the net surplus for the year on unrestricted funds was £61,940, up from a surplus of £34,083 the previous year.

Reserve Policy

Free reserves comprise the total reserves available to the charity less those whose uses are restricted to specific purposes. The charity's policy is to hold six months' worth of core costs as reserves being deemed sufficient to enable the Alliance to meet its charitable and operational commitments in the event of a significant shortfall in income or the occurrence of significant operational risk. At the balance sheet date the free reserves totalled £221,132, 87% of the estimated core expenditure for 2021-22 of £255,253.

Investments

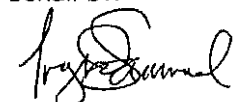
Cash balances in excess of current operating requirements mainly represent the holding of free reserves and are therefore invested solely within the Charities Aid Foundation Gold deposit account to ensure their availability at short notice and to minimise any risk of depletion of capital value.

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.

We would also like to recognise the following organisations for their valued support and sponsorship this year: Historic Houses Foundation, University of Oxford's Humanities Division, Chartered Institute for Archaeologists, Wessex Archaeology, Iamagmakers, LeLay Architects and The National Trust. We are also grateful to the members and individual supporters who, in addition to their membership fees, sent additional donations to support our activities this year.

The annual report was approved by the trustees of the charity on3/11/21..... and signed on its behalf by:



.....
Dr I H Samuel (Acting Chair)
Trustee

The Heritage Alliance

Statement of Trustees' Responsibilities

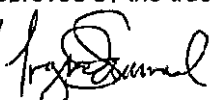
The trustees (who are also the directors of The Heritage Alliance for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable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

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

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

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

Approved by the trustees of the charity on 3/11 /21 and signed on its behalf
by



.....
Dr I H Samuel (Acting Chair)
Trustee

The Heritage Alliance

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

I report to the group trustees on my examination of the consolidated accounts of The Heritage Alliance and its subsidiary undertakings for the year ended 31 March 2021 which are set out on pages 23 to 42.

Respective responsibilities of trustees and examiner

As the trustees of the group you are responsible for the preparation of the consolidated accounts of The Heritage Alliance in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of The Heritage Alliance are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the consolidated accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

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

Independent examiner's statement

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

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

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

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

The Heritage Alliance

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



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

North Quay House
Sutton Harbour
Plymouth
Devon
PL4 0RA

02/12/21
Date:.....

The Heritage Alliance

Consolidated Statement of Financial Activities

Year Ended 31 March 2021

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

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

The notes on pages 28 to 42 form an integral part of these financial statements.

The Heritage Alliance

Consolidated Statement of Financial Activities

Year Ended 31 March 2021

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

For comparative purposes

	Note	Unrestricted funds £	Restricted funds £	Total 2020 £
Income and Endowments from:				
Donations and legacies	3	5,291	658	5,949
Charitable activities	4	236,793	148,575	385,368
Investment income	5	360	-	360
Total income		<u>242,444</u>	<u>149,233</u>	<u>391,677</u>
Expenditure on:				
Charitable activities	6	<u>(216,670)</u>	<u>(107,980)</u>	<u>(324,650)</u>
Total expenditure		<u>(216,670)</u>	<u>(107,980)</u>	<u>(324,650)</u>
Net income		25,774	41,253	67,027
Transfers between funds		<u>8,309</u>	<u>(8,309)</u>	-
Net movement in funds		34,083	32,944	67,027
Reconciliation of funds				
Total funds brought forward		<u>125,109</u>	<u>47,555</u>	<u>172,664</u>
Total funds carried forward	18	<u>159,192</u>	<u>80,499</u>	<u>239,691</u>

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

The Heritage Alliance

Consolidated Balance Sheet

31 March 2021

	Note	2021 £	2020 £
Current assets			
Stocks	13	120	120
Debtors	14	18,395	20,444
Cash at bank and in hand		<u>343,619</u>	<u>356,854</u>
		362,134	377,418
Creditors: Amounts falling due within one year	15	<u>(122,943)</u>	<u>(129,727)</u>
Total assets less current liabilities		239,191	247,691
Creditors: Amounts falling due after more than one year	16	<u>(8,000)</u>	<u>(8,000)</u>
Net assets		<u>231,191</u>	<u>239,691</u>
Funds of the group:			
Restricted income funds			
Restricted funds		10,059	80,499
Unrestricted income funds			
Unrestricted funds		<u>221,132</u>	<u>159,192</u>
Total funds	18	<u>231,191</u>	<u>239,691</u>

The financial statements on pages 23 to 42 were approved by the trustees, and authorised for issue on 3/11/2021.....and signed on their behalf by:



.....
Dr I H Samuel
Trustee

Company Registration Number: 04577804

The Heritage Alliance

Balance Sheet

31 March 2021

	Note	2021 £	2020 £
Fixed assets			
Investments		1	1
Current assets			
Stocks	13	120	120
Debtors	14	18,395	20,444
Cash at bank and in hand		<u>343,619</u>	<u>356,854</u>
		362,134	377,418
Creditors: Amounts falling due within one year	15	<u>(122,944)</u>	<u>(129,728)</u>
Net current assets		<u>239,190</u>	<u>247,690</u>
Total assets less current liabilities		239,191	247,691
Creditors: Amounts falling due after more than one year	16	<u>(8,000)</u>	<u>(8,000)</u>
Net assets		<u><u>231,191</u></u>	<u><u>239,691</u></u>
Funds of the charity:			
Restricted income funds			
Restricted funds		10,059	80,499
Unrestricted income funds			
Unrestricted funds		<u>221,132</u>	<u>159,192</u>
Total funds	18	<u><u>231,191</u></u>	<u><u>239,691</u></u>

For the year ending 31 March 2021 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

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

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

The financial statements on pages 23 to 42 were approved by the trustees, and authorised for issue on 3/11/21 and signed on their behalf by:



Dr I H Samuel
Trustee

Company Registration Number: 04577804

The notes on pages 28 to 42 form an integral part of these financial statements.

The Heritage Alliance

Statement of Cash Flows

Year Ended 31 March 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net (expenditure)/income for the year		(8,500)	67,027
Working capital adjustments			
Increase in stocks	13	-	(120)
Decrease/(increase) in debtors	14	2,049	(8,268)
Increase in creditors	15	30,244	12,074
Decrease in deferred income	16	(37,028)	(27,134)
Net cash flows from operating activities		<u>(13,235)</u>	<u>43,579</u>
Net (decrease)/increase in cash and cash equivalents		(13,235)	43,579
Cash and cash equivalents at 1 April		<u>356,854</u>	<u>313,275</u>
Cash and cash equivalents at 31 March		<u><u>343,619</u></u>	<u><u>356,854</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 2021

1 Charity status

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

The address of its registered office is:

5-11 Lavington Street

London

SE1 0NZ

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.

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

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 impact of Covid-19 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 2021

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 year it applies to

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 2021/22 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 2021

Support costs

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

Governance costs

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

Taxation

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

Tangible fixed assets

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

Depreciation and amortisation

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

Fixed asset investments

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

Stock

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

Fund structure

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

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

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2021

Pensions and other post retirement obligations

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

Financial instruments

Classification

The charity holds the following financial instruments:

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

All financial instruments are classified as basic.

Recognition and measurement

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

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

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2021

3 Income from donations and legacies

	Unrestricted general funds £	Restricted funds £	Total 2021 £	Total 2020 £
Donations and legacies;				
Donations from individuals	3,948	75	4,023	5,949
	<u>3,948</u>	<u>75</u>	<u>4,023</u>	<u>5,949</u>

4 Income from charitable activities

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

	Unrestricted general funds £	Restricted funds £	Total 2020 £
Grants	61,750	125,570	187,320
Subscriptions	57,297	8,506	65,803
Income from Heritage 2020 support	76,224	-	76,224
Income from update bulletin	5,550	-	5,550
Sponsorship	23,850	11,835	35,685
Income from events	12,122	2,664	14,786
	<u>236,793</u>	<u>148,575</u>	<u>385,368</u>

5 Investment income

	Unrestricted general funds £	Total 2021 £	Total 2020 £
Other investment income	140	140	360

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2021

6 Expenditure on charitable activities

	Unrestricted general funds £	Restricted £	Total 2021 £	Total 2020 £
Salaries and National Insurance	73,014	193,367	266,381	86,658
Project expenses	-	272,846	272,846	66,687
Support costs	143,071	-	143,071	171,305
	<u>216,085</u>	<u>466,213</u>	<u>682,298</u>	<u>324,650</u>

	Activity undertaken directly £	Activity support costs £	2021 £	2020 £
Heritage projects	<u>539,227</u>	<u>143,071</u>	<u>682,298</u>	<u>324,650</u>

Included in the expenditure analysed above, there are also governance costs of £2,448 (2020 - £2,430) which relate directly to charitable activities. See note 7 for further details.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2021

7 Analysis of governance and support costs

Charitable activities expenditure

	Unrestricted general funds £	Total 2021 £	Total 2020 £
Salaries and National Insurance	50,176	50,176	50,726
Rent, rates and services	16,500	16,500	17,500
Professional fees	33,698	33,698	61,388
Printing, postage and stationery	246	246	2,084
Telephone	3,066	3,066	1,900
Travel and subsistence	122	122	998
Insurance	1,757	1,757	1,320
Other expenses	2,558	2,558	1,416
Subscriptions to external bodies	1,287	1,287	1,575
AGM, national and regional events	11,079	11,079	17,253
Bank charges	171	171	175
Computer expenses	19,963	19,963	12,540
Governance costs	2,448	2,448	2,430
	<u>143,071</u>	<u>143,071</u>	<u>171,305</u>

Governance costs

	Unrestricted general funds £	Total 2021 £	Total 2020 £
Independent examiner fees			
Examination of the financial statements	<u>2,448</u>	<u>2,448</u>	<u>2,430</u>
	<u>2,448</u>	<u>2,448</u>	<u>2,430</u>

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

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2021

8 Trustees' remuneration and expenses

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

No Trustees received reimbursements of travel and subsistence expenses in the current year (2020 - 2 Trustees; £761).

An Honorarium payment was made to the Chairman during of the year of £1,500, £750 of this related to post year end services.

9 Staff costs

The aggregate payroll costs were as follows:

	2021 £	2020 £
Staff costs during the year were:		
Wages and salaries	280,969	122,285
Social security costs	20,327	7,833
Pension costs	15,302	7,267
	<u>316,598</u>	<u>137,385</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:

	2021 No	2020 No
Full and part time employees	<u>11</u>	<u>5</u>

11 (2020 - 5) of the above employees participated in the Defined Contribution Pension Schemes.

The key management personnel of the group are considered to be the Trustees and CEO. The total employee benefits paid to key management personnel during the year was £50,217 (2020 - £45,366).

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

10 Independent examiner's remuneration

	2021 £	2020 £
Examination of the financial statements	<u>2,448</u>	<u>2,430</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2021

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 2020	1	1
At 31 March 2021	1	1
Net book value		
At 31 March 2021	1	1
At 31 March 2020	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
			2021	2020	

Subsidiary undertakings

Heritage Alliance Trading Limited	England and Wales	Ordinary shares	100%	100%	Dormant company
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The address of its registered office is: 5-11 Lavington Street, London, SE1 0NS, United Kingdom.

13 Stock

	2021 £	Group 2020 £	2021 £	Charity 2020 £
Stocks	120	120	120	120

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2021

14 Debtors

	2021 £	Group 2020 £	2021 £	Charity 2020 £
Trade debtors	17,382	16,977	17,382	16,977
Prepayments	750	1,005	750	1,005
Other debtors	263	2,462	263	2,462
	<u>18,395</u>	<u>20,444</u>	<u>18,395</u>	<u>20,444</u>

15 Creditors: amounts falling due within one year

	2021 £	Group 2020 £	2021 £	Charity 2020 £
Trade creditors	24,678	12,400	24,678	12,400
Other taxation and social security	7,148	3,364	7,148	3,364
Other creditors	304	4,031	305	4,032
Accruals	40,691	22,782	40,691	22,782
Deferred income	50,122	87,150	50,122	87,150
	<u>122,943</u>	<u>129,727</u>	<u>122,944</u>	<u>129,728</u>

Deferred income

Group	2021 £
Deferred income at 1 April 2020	(87,150)
Resources deferred in the period	(84,621)
Amounts released from previous periods	<u>121,649</u>
Deferred income at 31 March 2021	<u>(50,122)</u>

Charity	2021 £
Deferred income at 1 April 2020	(87,150)
Resources deferred in the period	(84,621)
Amounts released from previous periods	<u>121,649</u>
Deferred income at 31 March 2021	<u>(50,122)</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2021

16 Creditors: amounts falling due after one year

	2021 £	Group 2020 £	2021 £	Charity 2020 £
Other creditors	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>	<u>8,000</u>

17 Commitments

Group and Charity

Commitments under operating leases

The total amount contracted for but not provided in the financial statements was £4,125 (2020 - £4,125).

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2021

18 Funds

Group and Charity

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

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2021

	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2020 £
Unrestricted funds					
General					
Charity and group	125,109	242,444	(216,670)	8,309	159,192
Restricted funds					
Heritage Funding					
Directory Project	4,228	5,600	(4,255)	(1,000)	4,573
HRB	13,294	11,444	(5,502)	(2,060)	17,176
Philanthropy	533	-	(200)	-	333
Resilience	9,500	84,100	(69,395)	-	24,205
Creative Industries Event	-	9,236	(7,077)	(2,159)	-
International Event	-	3,799	(3,799)	-	-
Travel Grant scheme	20,000	(804)	(14,105)	(3,090)	2,001
Digital	-	-	(828)	-	(828)
HEF Capacity Building	-	35,858	(2,819)	-	33,039
Total restricted funds	<u>47,555</u>	<u>149,233</u>	<u>(107,980)</u>	<u>(8,309)</u>	<u>80,499</u>
Total funds	<u>172,664</u>	<u>391,677</u>	<u>(324,650)</u>	<u>-</u>	<u>239,691</u>

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2021

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

1. Heritage Funding Directory. The ongoing maintenance of this free online directory to heritage funds is supported by a generous grant of £2,500 p.a. from the Country Houses Foundation.
2. Historic Religious Buildings Group, formerly the Places of Worship group. This interfaith and cross denominational forum has functioned on an entirely voluntary basis since April 2011. Membership fees were introduced in 2013 to enable the Group to meet the costs of its annual meeting, office use charge and the volunteer Development Officer's travel expenses.
3. Philanthropy programme. The main project has now concluded and the remaining funds are being used to support general philanthropic work.
4. Resilience. This was funding received from Heritage Lottery for a resilience bid for new staffing to take us forward and allow the charity to grow.
5. Travel grant scheme. The funding from the British Council to run a Travel grant scheme to promote travel to our members to countries on the Overseas Development Listing and also to Europe.
6. Digital is a new project to be funded by NLHF which commenced in the current year but had upfront costs in the prior year before the project grant was received.
7. HEF Capacity Building is a new grant commencing in year, but with upfront receipts and start up costs in the prior year.
8. Oxford University was a small project undertaken in year to assist their heritage experts to provide support to the sector during Covid.
9. Rebuilding is a new project obtained in year which will be funded by the NLHF.

The Heritage Alliance

Notes to the Financial Statements

Year Ended 31 March 2021

19 Analysis of net assets between funds

Group

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

	Unrestricted funds General £	Restricted funds £	Total funds at 31 March 2020 £
Current assets	296,919	80,499	377,418
Current liabilities	(129,727)	-	(129,727)
Creditors over 1 year	(8,000)	-	(8,000)
Total net assets	<u>159,192</u>	<u>80,499</u>	<u>239,691</u>

20 Related party transactions

Group and Charity

There were no related party transactions in the year.

21 Control

The ultimate controlling party is the Trustees.