**CIfA response to the National Heritage Memorial Fund and Heritage Lottery Fund tailored review: public call for evidence**

**Introduction**

The Department for Culture Media and Sport (DCMS) is conducting a tailored review of the National Heritage Memorial Fund (NHMF), including its activities operating as the Heritage Lottery Fund (HLF) to distribute National Lottery funding for heritage projects across the UK.

Tailored reviews are central to the Government’s Public Body Reform Programme. Their purpose is to challenge and seek assurance of the continuing need, efficiency and good governance of public bodies. Every public body is required to undergo a tailored review once during the lifetime of a Parliament.

To make a full assessment, we are seeking the views of people who are interested in, or work in, the heritage sector across the United Kingdom, including those who have applied for grant funding from the NHMF and/or HLF.

The full Terms of Reference for the review can be found on the DCMS website. If you have any queries about this review, please contact DCMS at albteam@culture.gov.uk

**The National Heritage Memorial Fund and Heritage Lottery Fund**

The NHMF presently receives £5m a year government funding to save the most outstanding parts of our heritage at risk of loss to the nation, as a memorial to those who have given their lives for the United Kingdom.

The NHMF also operates the Heritage Lottery Fund (HLF), which uses money raised by National Lottery players to provide funding to sustain and transform the UK’s heritage. HLF supports a broad range of heritage, including buildings, museums, wildlife, archaeology, historic parks, and the heritage of cultural traditions and memories. Since its inception HLF has awarded £7.1bn to over 40,000 projects. For 2016-17, HLF has set a grants budget of £435m.

**Section 1 - Who are you?**

All respondents:

Are you responding as an individual or as part of an organisation?

* Individual
* Organisation

If you are responding as part of an organisation:

What is the name of the organisation?

Chartered Institute for Archaeologists

Which type of organisation do you represent? Please select all that apply.

* Business
* Charity
* Community or voluntary
* Local Government
* Other public sector \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Other (please specify) Professional Institute

Which sector(s) do you represent? Please select all that apply.

* Archaeology
* Church or faith-based heritage
* Cultures and memories (intangible heritage)
* Heritage buildings or monuments
* Industrial, maritime and transport heritage
* Landscape and natural heritage
* Libraries and archives
* Museums
* Parks
* Places of Worship
* Other (please specify) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The review team may wish to contact you if they have any questions about your survey responses. If you are happy to be contacted, please complete the information below. If not, please move on to the next question.

Name of organisation – Chartered Institute for Archaeologists

Your name – Rob Lennox

Job title – Policy Advisor

Your work email address – rob.lennox@archaeologists.net

Work telephone number with area code – 0118 378 5000

If you are responding as an individual:

Do you:  Please select all that apply.

* Participate in heritage as a professional e.g. a curator, archaeologist, researcher, archivist etc?
* Participate in heritage in your spare time e.g. member of a heritage organisation or charity, attend heritage events and visit places of interest, or volunteer with heritage-related organisations or groups?
* Other (please specify)?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The review team may wish to contact you if they have any questions about your survey responses. If you are happy to be contacted, please provide your contact details below. If you would rather not provide your contact details, please move on to the next question.

Your name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Your email address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

All respondents:

Which of the twelve HLF geographical areas are you mainly based or work in?

* East Midlands
* East of England
* London
* North East
* Northern Ireland
* North West
* Scotland
* South East
* South West
* Wales
* West Midlands
* Yorkshire and the Humber
* UK-wide

Have you received funding from NHMF or HLF in the last three years?

* Yes
* No

If you haven’t received funding from NHMF or HLF in the last three years:

Is that because?

* You have not sought NHMF or HLF funding
* You have had an application for NHMF or HLF funding declined
* Other (please specify) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If you have received funding from NHMF or HLF in the last three years:

Which of the following types of funding have you received?  Please select all that apply.

* Catalyst Umbrella
* Collecting Cultures
* First World War: then and now
* Grants for Places of Worship
* Grants to save items that are of outstanding importance to the national heritage
* Heritage Endowments
* Heritage Enterprise
* Heritage Grants
* Landscape Partnerships
* Listed Places of Worship
* Our Heritage
* Parks for People
* Resilient Heritage
* Sharing Heritage
* Skills for the Future
* Start-up Grants
* Transition Funding
* Townscape Heritage
* Young Roots
* Other (please specify)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If you have applied for funding from NHMF or HLF in the last three years (whether or not you were successful):

What was the size of the grant(s) you applied for?

* £3k up to but not including £10k
* £10k up to but not including £100k
* £100k up to but not including £2m
* £2m up to but not including £5m
* £5m or over
* Other (please specify) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Section 2 - Form and functions**

All respondents:

NHMF and HLF have several functions. Do the functions a to c below accurately describe what NHMF and HLF do?

a.  Investing money from the National Lottery by providing funding to sustain and transform heritage.

* Yes
* Partially (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

b. Providing financial assistance towards the acquisition of assets of national heritage that are at risk of being lost.

* Yes
* Partially (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

c. Administration of the Listed Places of Worship Roof Repair Fund.

* Yes
* Partially (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

Do you think these functions are still needed?

a. Investing money from the National Lottery by providing funding to sustain and transform heritage.

* Yes
* Partially (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

b. Providing financial assistance towards the acquisition of assets of national heritage that are at risk of being lost.

* Yes
* Partially (please explain) – It is likely that additions to the National Collection should now be viewed as an exceptional and therefore that the role of the NHMF to oversee such purchases should be undertaken only as a last resort, or where there is a strong case for the sustainability of doing so. Particularly since the creation of English Heritage as an independent charity, the necessity to ensure no additional burdens are placed upon it should be properly understood.
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

c. Administration of the Listed Places of Worship Roof Repair Fund.

* Yes
* Partially (please explain) This is currently an anomalous role for NHMF. There could be a rationalisation of the role in this regard. The NHMF would be suitably placed to become the standard organisation with the role of distributing government funds for built heritage (and therefore have the distribution of the Cathedrals Repair Fund and other grant giving transferred).
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

Q21 If you have any additional comments, please detail below.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The following features characterise a Non-Departmental Public Body (NDPB). Which of these do you think are essential for NHMF and HLF to operate? Please select all that apply.

* Accountable for their own budget; publish own annual reports & accounts
* National and regional scope
* Operational independence within strategic framework set by Ministers
* Headed by a Board of Trustees and managed by a CEO
* Accountable to Ministers and ultimately accountable to Parliament and the public
* None of the above
* Don’t know

In your view, what would be the most effective way to deliver the functions of NHMF and HLF?

* Non-Departmental Public Body (current model)
* Central government
* Local government
* Merge with a similar organisation
* Private sector
* Other (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

**Section 3 - Impact**

All respondents:

The rest of this survey will focus specifically on the Heritage Lottery Fund (HLF) unless otherwise specified. HLF provides funding to ‘sustain and transform heritage through projects that make a lasting difference for heritage, people and communities.’ It does so by identifying a range of outcomes that projects receiving funding might deliver.

How well is HLF currently delivering the outcomes listed below through the funding it provides for projects? (Please rate each statement listed down the left hand side using the headings along the top and then add any additional comments below)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Extremely well  | Very well  | Moderately well | Slightly well  | Not well at all | Don't know  |
| Heritage will be better managed | X |  |  |  |  |  |
| Heritage will be in better condition | X |  |  |  |  |  |
| Heritage will be better interpreted and explained | X |  |  |  |  |  |
| Heritage will be identified/recorded  | X |  |  |  |  |  |
| People will have learnt about heritage  | X |  |  |  |  |  |
| People will have developed skills  | X |  |  |  |  |  |
| People will have changed their attitudes and/or behaviour | X |  |  |  |  |  |
| People will have had an enjoyable experience  | X |  |  |  |  |  |
| People will have volunteered time | X |  |  |  |  |  |
| Environmental impacts will be reduced | X |  |  |  |  |  |
| More people and a wider range of people will have engaged with heritage | X |  |  |  |  |  |
| Organisations will be more resilient  | X |  |  |  |  |  |
| Local economies will be boosted | X |  |  |  |  |  |
| Local area/communities will be a better place to live, work or visit  | X |  |  |  |  |  |

If you have any comments, please detail below.

We strongly support the processes and values of the HLF. Whilst improvements can always be made to the way that HLF delivers outcomes, supports and monitors grantees, we believe that HLF has utterly transformed the landscape for the historic environment and contributed to a culture change in the pursuit of public benefit as a result of heritage projects from the smallest to the largest scales.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Do you think these are the right outcomes for HLF to consider as part of its funding decisions? Please rate each statement listed down the left hand side using the headings along the top.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Yes  | No  | Don't know  |
| Heritage will be better managed  | X |  |  |
| Heritage will be in better condition  | X |  |  |
| Heritage will be better interpreted and explained | X |  |  |
| Heritage will be identified/recorded | X |  |  |
| People will have learnt about heritage  | X |  |  |
| People will have developed skills | X |  |  |
| People will have changed their attitudes and/or behaviour  | X |  |  |
| People will have had an enjoyable experience | X |  |  |
| People will have volunteered time | X |  |  |
| Environmental impacts will be reduced | X |  |  |
| More people and a wider range of people will have engaged with heritage | X |  |  |
| Organisations will be more resilient | X |  |  |
| Local economies will be boosted | X |  |  |
| Local area/communities will be a better place to live, work or visit | X |  |  |

Do you think HLF currently performs any additional roles and/or functions, for example: Please select any that apply.

* Promoting the heritage sector?
* Providing leadership for the heritage sector?
* Sharing knowledge within the heritage sector?
* Building the resilience of heritage organisations?
* Supporting skills development in the heritage sector?
* Other (please explain)?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No, they don’t perform any additional roles and/or functions
* Don’t know

Do you think HLF should perform any additional roles and/or functions, for example:Please select any that apply.

* Promoting the heritage sector
* Providing leadership for the heritage sector
* Sharing knowledge within the heritage sector
* Building the resilience of heritage organisations
* Supporting skills development within the heritage sector
* Other (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No, they shouldn’t perform any additional roles and/or functions
* Don’t know

In your view, how well does HLF understand what impact its funding makes?

* Extremely well
* Very well
* Moderately well
* Slightly well (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not well at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

**Section 4 - Effectiveness**

All respondents:

Overall, how effective do you think HLF is as a funding body?

* Extremely effective
* Very effective
* Moderately effective
* Slightly effective (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not effective at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

How successful do you think HLF is in its mission to provide funding ‘to sustain and transform heritage through projects that make a lasting difference for heritage, people and communities’?

* Very successful
* Successful
* Neither successful nor unsuccessful
* Unsuccessful (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Very unsuccessful (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

We are interested in your views on what else HLF could do to fulfil its mission. If you have any suggestions, please include them in the text box below.

Although we are extremely satisfied with the function of the HLF, we do perceive a number of areas in which operation could be improved, particularly in relation to the HLF’s relationship with the heritage sector.

For example, though the additionality principle is and should continue to be protected, in order to ensure that Lottery funding does not become a plug for shortfalls in government budgets, there is a potential for HLF to undertake independent foresight analysis, or work with the sector, and take a role to assist Historic England, CIfA, and others in identifying important issues facing the sector. For example, at present, there appears to be a fundamental shift happening within local authorities regarding how some are choosing to delivery historic environment services. HLF could take a lead role in developing new systems with all partners, in order that the resilience of protections are maintained. At present, this would fall foul of additionality rules. As such, there is being an erosion of quality heritage services at a local level, which in turn damages the potential value of HLF grants to local recipients, as local professional support networks are now often not able to help in the process of maximising benefit from grants. This is one example, albeit a prominent one, that hints at how HLF could, in future, improve. Other areas may include providing greater access to sector organisations to support research.

Another issue related to HLF’s guidance to grantees and the extent to which it complies with professional standards. We perceive that there is a potential for HLF to act in a more joined-up way with the rest of the sector in ensuring grantees meet standards for public accessibility and archiving. CIfA standards and guidance, for example, could easily be aligned with HLF guidance with beneficial effect.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

HLF works with a number of partners in order to deliver its strategic aims. For example, HLF works with other National Lottery distributors, local authorities, departments of the UK Government and Devolved Administrations, Higher Education Institutes, think tanks, media organisations and organisations working in the natural environment. How well does HLF work with partners across heritage and cultural sectors?

* Extremely well
* Very well
* Moderately well
* Slightly well (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not well at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

**Section 5 - HLF as a funding body**

All respondents:

HLF awards funding through different types of programmes and initiatives:

* Open programmes for any type of heritage project - such as the Heritage Grants programme.
* Targeted programmes and initiatives that address specific heritage needs or social groups - such as the Landscape Partnerships programme, Skills for the Future or Young Roots initiative.

Do you think that HLF strikes the right balance between awarding funding through open programmes and targeted programmes?

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

How effectively does HLF encourage bids from new organisations and groups?

* Extremely effectively
* Very effectively
* Moderately effectively
* Slightly effectively (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not effectively at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

How effectively does HLF encourage bids from smaller organisations and groups?

* Extremely effectively
* Very effectively
* Moderately effectively
* Slightly effectively (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not effectively at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

HLF is a UK-wide funder working through offices in Scotland, Wales, Northern Ireland and nine English regions. HLF allocates funding for grants up to £2m on a per capita basis to each region and country. For grants over £2m and for some larger targeted programmes, there is UK-wide competition for funding.

Do you think HLF’s approach means that funding is fairly distributed across the UK?

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

HLF supports projects in six principal areas (a to f). In your view, should HLF continue to award funding for projects from all of these categories?

a. Heritage buildings and monuments. This includes projects relating to the repair, conservation or transformation of historic buildings and monuments.

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

b. Community heritage. This includes projects relating to the exploration of communities, projects designed to bring communities together or the celebration of local communities and areas.

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

c. Cultures and memories. This includes projects that support and promote cultural traditions, local dialects, family histories and the recording of memories.

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know.

d. Industrial, maritime and transport heritage. This includes projects relating to the buildings, transport and technology that helped to shape the modern world.

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

e. Land and natural heritage. This includes projects designed to reconnect people with nature and conserve threatened habitats and species, and revitalise public parks.

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

f. Museums, libraries and archives. This includes projects which support the conservation of material held by museums, libraries and archives, as well as projects designed to improve access to and the exploration of collections.

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

HLF aims to deliver long-term benefits through its investments by ensuring that projects are sustainable for the future. In your view, how effectively does HLF support heritage organisations to be resilient and develop sustainable projects? Please rate each statement listed down the left hand side using the headings along the top.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Extremely effectively  | Very effectively  | Moderately effectively  | Slightly effectively  | Not effectively at all  | Don't know  |
| a. Encouraging organisations to seek alternative income streams which could complement lottery investment, such as philanthropy, commercial income, and social investment, for example through Resilient Heritage grants.  | X |  |  |  |  |  |
| b. Supporting organisations to build financial resilience, for example through its development grants, its partnerships and/or encouraging private giving to heritage, such as through the Catalyst programme. |  | X |  |  |  |  |
| c. Building skills and training a diverse workforce for the heritage sector, for example through the Skills for the Future programme.  | X |  |  |  |  |  |
| d. Considering the financial and other resources needed to sustain the benefits of its funding when making grant decisions. |  |  |  | X |  |  |

If you have any comments, please detail below.

See comments above related to how HLF strategically identifies need in the sector and could better support adaptation and resilience, and help create appropriate structures for the maximisation of value for money of its grants.

Arguably, at present, HLF's influence on the sector and its wider structures is largely implicit, based upon the draw of its funding. However, it could use some of its resource to help shape structures in the wider sector in order to increase the potential benefit it gets from its investments. For example, seeking to ensure that HERs are adequately staffed such that they have capacity to work with HLF funded local groups and maximise benefits in terms of data creation, skills gain, and public dissemination of information.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Does HLF adequately support the development of digital content, and the use of digital technologies by heritage organisations through its investments?

* Yes
* Partially - scope to do more (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

HLF's strategy is to fund the full breadth of heritage in the UK, invest in skills and growth, and help heritage organisations to thrive. To deliver this strategy, it prioritises projects that will deliver specified outcomes and make a lasting difference for heritage, people and communities. The outcomes HLF use to assess projects are:

* Heritage will be better managed
* Heritage will be in better condition
* Heritage will be better interpreted and explained Heritage will be identified/recorded
* People will have learnt about heritage
* People will have developed skills
* People will have changed their attitudes and/or behaviour
* People will have had an enjoyable experience
* People will have volunteered time
* Environmental impacts will be reduced
* More people and a wider range of people will have engaged with heritage
* Organisations will be more resilient
* Local economies will be boosted
* Local area/communities will be a better place to live, work or visit

Do you think this is the right strategic approach for HLF?

* Yes
* Partially (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

Do you think HLF makes strategic decisions about which projects to invest in?

* Always
* Most of the time
* About half the time (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Sometimes (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Never (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

**Section 6 - Customer perspective**

All respondents:

Which Lottery distributors, or other funders, have you or your organisation applied to for funding, whether or not you have been successful? Please rate each Lottery distributor or 'other funder' listed down the left hand side using the headings along the top.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Yes - for previous projects | Yes - for current projects | No - but currently working on first application for them | No - have never applied to them | Don't know / Not applicable |
| Arts Council England |  |  |  |  |  |
| Arts Council of Northern Ireland |  |  |  |  |  |
| Arts Council of Wales |  |  |  |  |  |
| Art Fund |  |  |  |  |  |
| Big Lottery Fund |  |  |  |  |  |
| British Film Institute |  |  |  |  |  |
| Creative Scotland  |  |  |  |  |  |
| Esmee Fairbairn Foundation |  |  |  |  |  |
| Historic England | X | X |  |  |  |
| Historic Scotland | X | X |  |  |  |
| Paul Hamlyn Foundation |  |  |  |  |  |
| The Architectural Heritage Fund |  |  |  |  |  |
| The Association of Independent Museums (AIM) |  |  |  |  |  |
| The Wolfson Foundation |  |  |  |  |  |
| Other funders Cadw?? |  |  |  |  |  |
| Other funders (please specify)  |  |  |  |  |  |
| Other funders (please specify)  |  |  |  |  |  |

If applicable, please tell us why you chose NHMF/HLF over other potential funders for your project(s).

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If applicable, please tell us why you did not choose NHMF/HLF over other potential funders for your project(s).

Different remit of Historic England/HES funding. Ability to fund 'core' roles, rather than solely time-limited projects. More naturally amenable to funding advocacy, professional sector skills, training, and organisational resilience as have a clearer view on supporting sector organisations, rather than on universal benefit outcomes.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How satisfied are you with your interactions with HLF?

* Extremely satisfied
* Very satisfied
* Moderately satisfied
* Slightly dissatisfied (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not satisfied at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

If you have applied for funding from NHMF or HLF in the last three years (whether or not you were successful):

When you applied to the HLF for a grant, how much help (time, attention and support) did HLF staff give you through the application process?

* More than really needed/wanted: could have done just as well with less
* More than expected, but I needed/appreciated the extra help
* Just the right amount of help
* A bit less than needed/wanted: would have appreciated more help
* A lot less help than needed/wanted: negative impact on my application
* Don’t know
* Not applicable

In your experience, is the process of applying for NHMF and/or HLF funding, and the resource required to submit an application, proportionate to the grant type and amount being sought?

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know
* Not applicable

If you have received funding from NHMF or HLF in the last three years:

What is your experience of how long the application process takes, from submission through to receiving a funding decision on your application?

* It’s very quick
* It’s about right for the type and amount of grant
* It’s unpredictable or varies depending on the type and amount of grant
* It’s very slow
* Don’t know

In your experience, how well does HLF monitor its investments throughout the course of a project?

* Extremely well
* Very well
* Moderately well
* Slightly well (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not well at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

In your experience, how well does HLF evaluate its investments once projects have been completed?

* Extremely well
* Very well
* Moderately well
* Slightly well (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not well at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

If you have had an application funding from NHMF or HLF in the last three years declined:

If you have ever been unsuccessful in an application for HLF funding, did you feel that you were provided with an adequate explanation and useful feedback?

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

**Section 7 - Management**

All respondents:

Do you feel that there is strong leadership within NHMF and HLF?

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

Within NHMF and HLF, do you feel that there is an appropriate level of the following attributes? Please rate the attributes listed on the left hand side using the headings along the top.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Yes  | Partially  | No  | Don't know  |
| Skill | X |  |  |  |
| Experience |  | X |  |  |
| Knowledge |  | X |  |  |

If you would like to include any comments on the skill, experience or knowledge within NHMF and HLF, please detail below.

There are, naturally, areas in which the processes of the HLF are not aligned with those of sector organisations. Many HLF staff do not have experience in the relevant sectors and therefore a sometimes poorly positioned to advise on the requirements of a grantee. For example, if an HLF grant manager was an experienced archaeologist, they may have a greater knowledge of beneficial archiving practices with which to advise applicants. This, of course, is natural, however does highlight the need for good guidance to grantees (and to HLF staff) produced in concert with sector bodies such as CIfA, and which is in accordance with industry standards and guidance.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

As an organisation, do you feel that NHMF and HLF are? Please select all that apply.

* Open
* Transparent
* Accountable
* Responsive
* None of the above (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

Thank you for completing this survey. Please click on the forwards button at the bottom of the page to submit your response. If you have any queries about this review, please contact albteam@culture.gov.uk