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Ten Years On: The Impact of the Heritage Grants Programme 2002-2007

Final impact report

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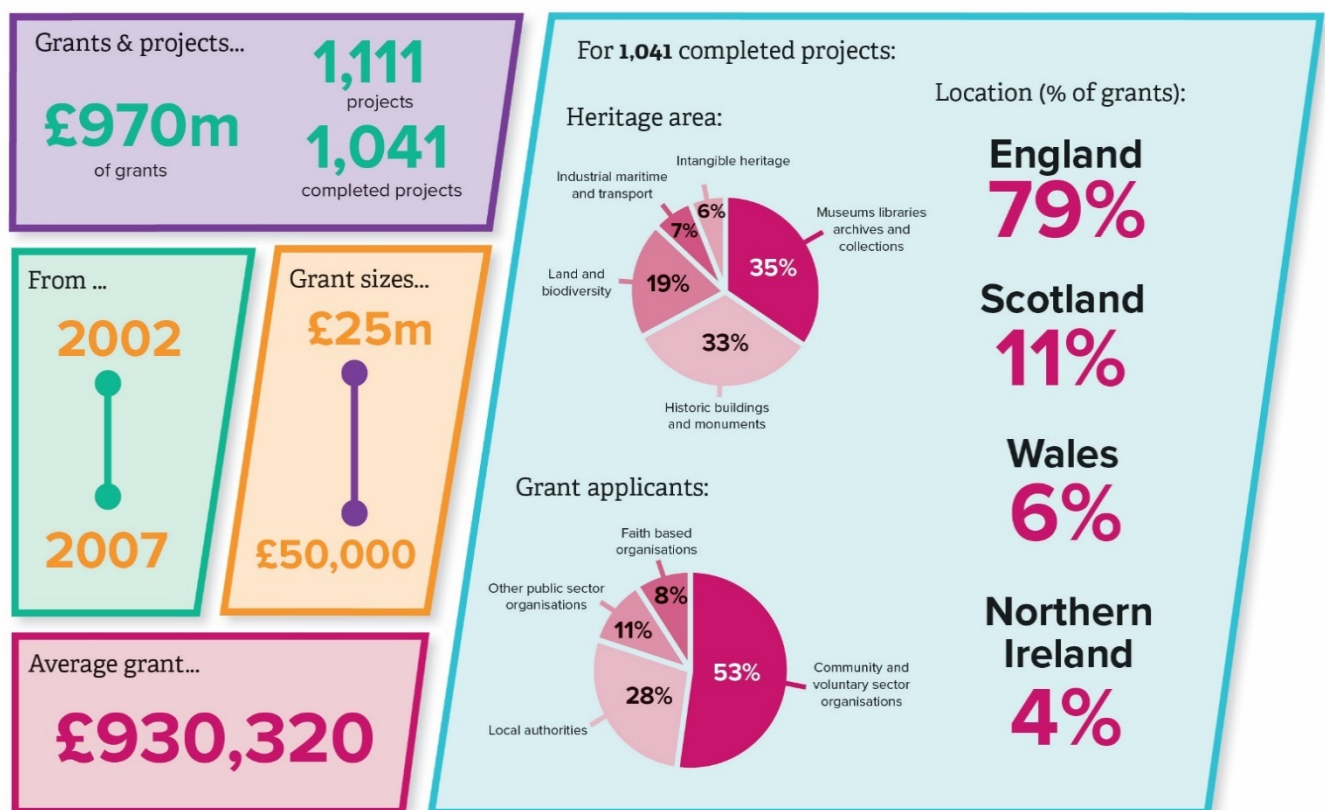
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1. Executive summary

The Heritage Lottery Fund commissioned Mott MacDonald, with The Leisure Consultancy, in 2016 to evidence the heritage, social and economic / community impacts of the Heritage Grants Programme (2002-2007) for the UK. The basis for the 2002-2007 programme was HLF's second strategic plan 'Broadening the Horizons of Heritage'. Grants ranging in size from £50,000 to £25 million (m), were awarded under the programme to 1,111 projects (£970m of grants), across the UK. Of these, 1,041 projects were completed (94% of the portfolio) and together these projects spent £948m of funding. The graphic below summarises the total grants awarded under this programme:

Figure 1: Grants awarded: Total projects 2002-2007



Text-only version

- Grants and projects
 - £970 million of grants
 - 1,111 projects
 - 1,041 completed projects
- Of the 1,041 completed projects;
 - 79% of Grants were located in England
 - 11% of Grants were located in Scotland
 - 6% of Grants were located in in Wales

- 4% of Grants were located in Northern Ireland
- The Heritage Area distribution was:
 - 6% Intangible heritage
 - 7% Industrial maritime and transport
 - 19% Land and biodiversity
 - 33% Historic buildings and monuments
 - 35% Museums, libraries, archives and collections
- Grant Applications were distributed as
 - 8% Faith based organisations
 - 11% Other public sector organisations
 - 28% Local Authorities
 - 53% Community and voluntary sector organisations

Grant sizes ranged from £50,000 to £25 million, but the average grant was £930,320.

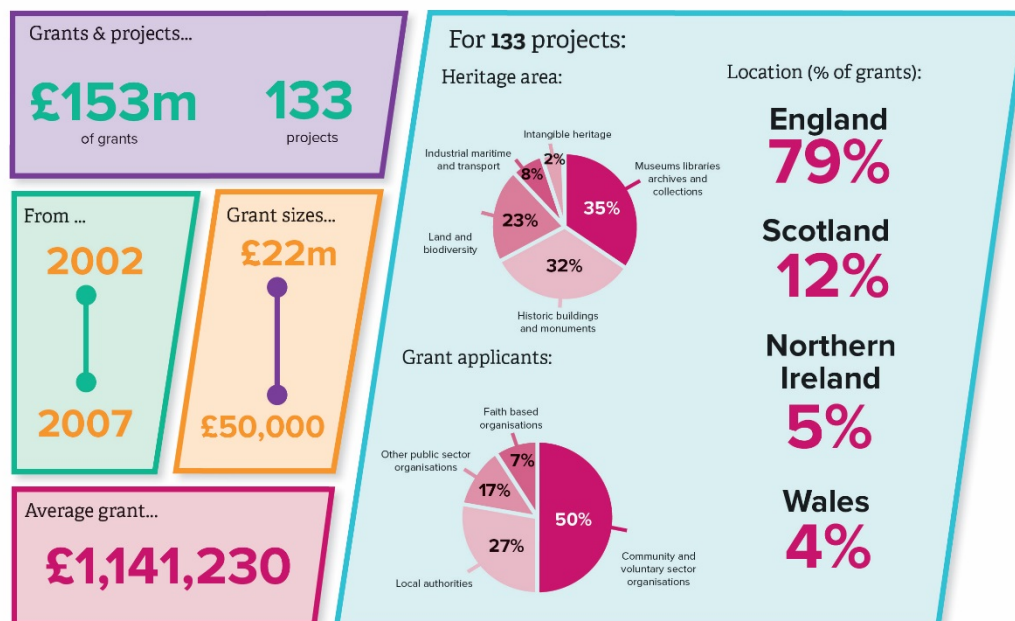
This impact evaluation uses evidence from a representative sample of 133 projects (13% of all completed projects) drawn from the population, and is based on:

An online survey of 83 projects that received grants;

Case studies of an additional 50 projects that received grants, with in-depth economic modelling of six of these projects.

The graphic below summarises the grants awarded to the sample of 133 projects, the impact of which is reported by this study:

Figure 2: Grants awarded: Sample of projects in study 2002-2007



Source: Mott MacDonald 2017

Text-only version

- Grants and projects
 - £153 million of grants
 - 133 projects
- Of the 133 completed projects;
 - 79% of Grants were located in England
 - 12% of Grants were located in Scotland
 - 5% of Grants were located in in Wales
 - 4% of Grants were located in Northern Ireland
- The Heritage Area distribution was:
 - 2% Intangible heritage
 - 8% Industrial, maritime and transport
 - 23% Land and biodiversity
 - 32% Historic buildings and monuments
 - 35% Museums, libraries, archives and collections
- Grant Applications were distributed as
 - 7% Faith-based organisations
 - 17% Other public sector organisations
 - 27% Local Authorities
 - 50% Community and voluntary sector organisations
- Grant sizes ranged from £50,000 to £22 million, but the average grant was £1,141,230.

As figure 2 demonstrates when compared to figure 1 this evaluation is clearly based on a representative sample of projects drawn from the total population. Therefore, the outputs achieved could be scaled up for the wider population of 1,041 completed projects by multiplying by a factor of 7.8. However, it is important to bear in mind that the sample is largely comprised of projects that were available to participate in the evaluation research. It is possible, therefore, that these projects have certain characteristics that are less or more common than those of the wider project population. As such, the following programme-wide statements need to be treated with a certain level of caution. Scaling up to a programme level, it is estimated that the following outputs have been realised by the HLF investment:

At least 130,000m² of floor space is estimated to have been refurbished - equivalent to over 100 Olympic sized swimming pools - including iconic, landmark buildings, some within the context of wider regeneration schemes

At least 70,000m² of new spaces for heritage is estimated to have been created - equivalent to over 50 Olympic sized swimming pools

Multimedia outputs are estimated to have been created by at least 500 projects, including almost 300 websites developed

At least 10,000 hectares of habitats is estimated to have been conserved / created - equivalent to over 8,500 football pitches

By investing in heritage assets across the UK, the HLF has realised the potential for heritage to yield social, economic and community impacts. The programme has been particularly effective at **increasing involvement in heritage** through raising visitor numbers by **developing heritage sites as successful visitor attractions**. This is demonstrated by 58% of projects which evidenced moderate to high increases in visitor numbers as a direct result of HLF investment. **High rates of volunteering growth**

have also contributed to increased involvement in heritage, demonstrated by the 45% of projects that reported a sustained increase in the numbers of volunteers for at least five years after their projects completed.

The programme has also **generated considerable economic benefit** for local communities, in terms of new jobs (both direct and indirect), GVA and positive regeneration effects:

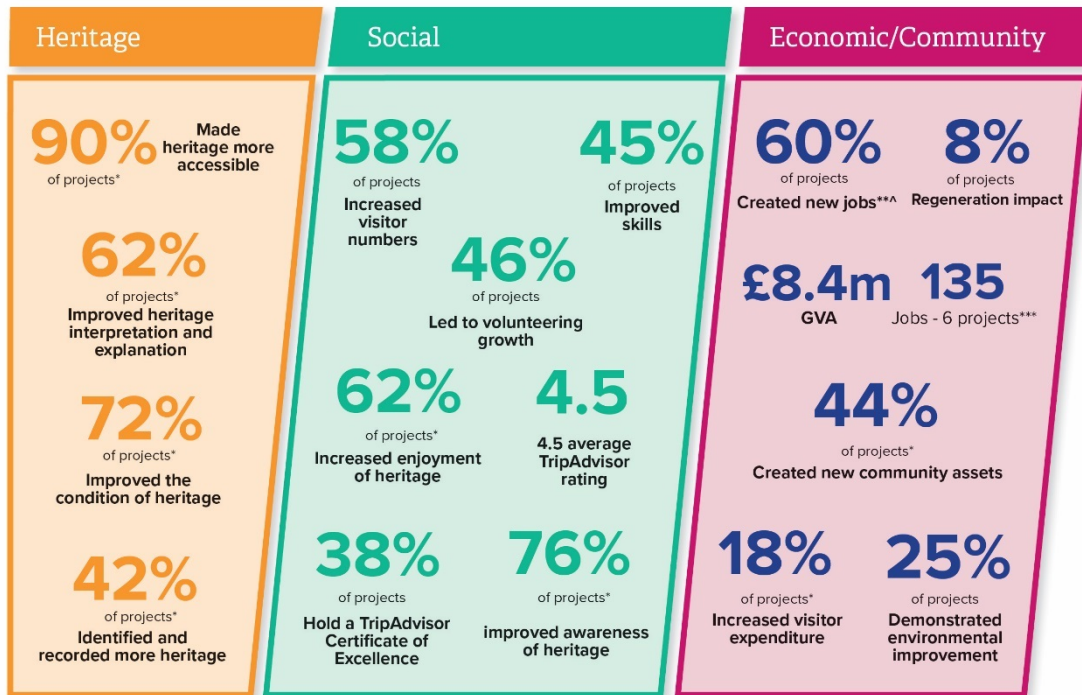
Of the 107 projects providing employment data, **64 projects (60%) led to the creation of new jobs**

For the **six case studies** for which wider economic impacts were modelled, **net GVA of £8.4m was generated annually and 135 direct / indirect jobs supported annually. Over the last 10 years, this equates to £84m GVA across just six projects.** The combined grant awarded for these six projects was £27.5m, which is a return of over three times what was originally invested. In addition, there were temporary economic benefits during the construction phases of net GVA of £3.1m and 70 net jobs.

Eleven case study projects (22%) reported regeneration impacts. By enhancing the character and distinctiveness of their local areas through the renovation, restoration and improvement of heritage assets, places have become more inviting and have attracted further investment.

The graphic below summarises the outcomes and impacts achieved by the programme.

Figure 3: Outcomes and impacts achieved by the 133 projects



Source: Mott MacDonald 2017

Text-only version

- Heritage
 - 90% of projects made heritage more accessible
 - 62% of projects improved heritage interpretation and explanation
 - 72% of projects improved the condition of heritage
 - 42% of projects identified and recorded more heritage
- Social
 - 58% of projects increased visitor numbers.
 - 45% of projects improved skills.
 - 46% of projects led to volunteering growth.
 - 62% of projects increased enjoyment of heritage.
 - Average rating on TripAdvisor was 4.5.
 - 38% of projects hold a TripAdvisor Certificate of Excellence.
 - 76% of projects improved awareness of heritage
- Economic/Community
 - 60% of projects created new jobs.
 - 8% of projects regeneration impact.
 - £8.4million GVA
 - 135 jobs over 6 projects
 - 44% of projects created new community assets.
 - 18% of projects increased visitor expenditure
 - 25% of projects demonstrated environmental improvement

2. Introduction

This report presents impact evaluation findings for the Heritage Grants Programme 2002-2007 (hereafter referred to as 'the programme'). The evaluation was carried out by Mott MacDonald on behalf of the Heritage Lottery Fund (HLF) in 2016/17.

2.1 Overview of the Heritage Grants Programme (2002-2007)

The basis for the 2002-2007 Heritage Grants programme was HLF's second strategic plan '*Broadening the Horizons of Heritage*'¹ and was HLF's largest open programme, providing grants to any type of heritage project in the UK. The second strategic plan covered the period between April 2002 and March 2007 and set out how the HLF would distribute funding to meet four main objectives, which provided the rationale for the distribution of funding:

To encourage more people to be involved in and make decisions about their heritage

To conserve and enhance the UK's diverse heritage

To ensure that everyone can learn about, have access to, and enjoy their heritage

To bring about a more equitable spread of grants across the UK.

2.2 Grants awarded under the Heritage Grants Programme

Grants ranging in size from £50,000 to £25m, were awarded under the programme to 1,111 projects, across the UK. Of these, 1,041 projects have so far been signed off as completed (94% of the programme portfolio) and together these projects have spent £948m of programme funding.

Analysis of Programme monitoring data for the 1,041 completed projects reveals that:

79% of the funded projects were in England, 11% were in Scotland, 6% in Wales and 4% in Northern Ireland. These figures broadly mirror the UK population proportions for the four nations,² with grants weighted slightly more in favour of the three devolved nations.³

Most grant awards (92%) ranged between £50,000 and £2m and the **average grant award was £930,320.**⁴

'Museums, libraries, archives and collections projects' received the largest allocation of grants (35% of grant awards), followed by 'historic buildings and monuments' (33%).

¹ Source: Heritage Lottery Fund (2002) *Broadening the Horizons of Heritage: Heritage Lottery Fund Strategic Plan 2002 – 2007*. [Broadening horizons - heritage lottery fund strategic plan 2002 - 2007](#) [accessed 10th February 2017].

² UK total population at the time of programme inception in 2002 was 59.37m comprised of: England 49.68m (84%) Scotland 5.07m (9%) Wales 2.92m (5%) and Northern Ireland 1.70m (3%). Source: ONS mid-year population statistics 2002 <http://webarchive.nationalarchives.gov.uk/20160105160709/http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcn%3A77-315018> [accessed 10th February 2017].

³ The devolved nations of Northern Ireland, Scotland, and Wales.

⁴ Figure calculated using a mean average. The average grant size across the whole programme (1,111 projects) was £969,923.

The table below sets out how the grants and funding were distributed across the five heritage areas.

Table 1: Distribution of grants and programme expenditure across heritage areas

Area	Number of grant awards	% of grant awards	Actual expenditure £	Actual expenditure % of total
Museums libraries archives and collections	366	35%	£425,392,806	45%
Historic buildings structures, or monuments	345	33%	£304,253,479	32%
Land and biodiversity	201	19%	£102,213,466	11%
Industrial maritime and transport	69	7%	£95,159,108	10%
Intangible Heritage *	60	6%	£20,830,608	2%
Total	1041	-	£947,849,466	-

Source: Heritage Grants Programme 2002 – 2007 programme monitoring data, HLF, analysis was conducted for 1,041 completed projects. Please note, percentages are rounded to the nearest percent.

Community and voluntary sector organisations received the largest allocation of grants (53% of grant awards), followed by local authorities (28%). The table below sets out how the grants and funding was distributed across the four main types of applicants

Table 2: Distribution of grants and programme expenditure across applicant types

Area	Number of grant awards	% of grant awards	Actual expenditure £	Actual expenditure % of total
Community and voluntary sector organisations	554	53%	£426,560,440	45%
Local authorities	289	28%	£299,065,168	32%
Other public sector organisations	110	11%	£179,909,865	19%
Faith based organisations	88	8%	£42,313,993	4%
Total	1041	-	£947,849,466	-

Source: Heritage Grants Programme 2002 – 2007 programme monitoring data, HLF, analysis was conducted for 1,041 completed projects. Please note, percentages are rounded to the nearest percent.

2.3 Evaluation commission

Mott MacDonald was commissioned to carry out an impact evaluation of the programme, to assess the social, economic and heritage outcomes and impacts from the programme's inception in 2002 until 2017.

2.4 Evaluation approach and methodology

2.4.1 Programme logic model

At the outset of the evaluation, a **programme logic model** was developed in consultation with HLF and with reference to relevant project documentation. It draws on the second strategic plan and is influenced by HLF's outcomes framework (introduced in 2013) encompassing 'heritage', 'people', and 'communities' outcomes,⁵ which are respectively categorised as 'heritage', 'social', and 'economic / community' outcomes throughout this report.

The programme logic model forms the basis of the evaluation approach and underpins the evaluation framework. It establishes the theory of change, summarising the relationships between programme inputs, activities, outputs, outcomes, and impacts. In the context of this evaluation because so many years have passed, outcomes are now translated into broader impacts, so we refer to both 'outcomes' and 'impacts' concepts together to avoid repetition of evidence. To aid understanding of the logic model for readers less familiar with evaluation methodology, we have included a summary table of terminology in the table below.

Table 3: Definitions of the terms use in logic models for evaluation

Term	Definition	Example
Inputs	Resources required to deliver the programme/policy objectives	Resources used to deliver an employment programme
Activities	What is delivered on behalf of the public sector to the recipient	Provision of seminars, training events, and consultations
Outputs	What the recipient does with the resources or intervention received	The number of completed training courses
Outcomes	Long term results of activities and outputs achieved	Jobs created, turnover, reduced costs or training opportunities
Impacts	Wider economic and social outcomes	The change in personal incomes and ultimately well being

Source: HM Treasury Magenta Book (2011)

⁵ The HLF outcome framework includes 14 outcomes for its grants, comprising: four outcomes for heritage, five outcomes for people, and five outcomes for communities. Although the outcomes framework was not introduced until HLF's third strategic plan, it was considered appropriate for evaluating the Programme's success.

Logic Model: Heritage Grants 2002-2007

Heritage Grants Programme 2002 – 2007 Logic Model

Context: The Heritage Grants Programme contributed to the delivery of Heritage Lottery Fund's Second Strategic Plan (2002 to 2007), which has four overarching objectives:
 (1) To encourage more people to be involved in and make decisions about their heritage
 (2) To conserve and enhance the UK's diverse heritage
 (3) To ensure that everyone can learn about, have access to, and enjoy their heritage
 (4) To bring about a more equitable spread of HLF grants across the UK, including areas of economic and social deprivation.

1) Programme inputs:

- Heritage Grants for all types of heritage projects, anywhere in the UK
- Awards between £50k and £1m required 10% match funding
- Awards greater than £1m required 25% match funding
- In-kind contributions in addition to match funding (e.g. volunteer inputs)

3) Programme outcomes / impacts:

3a. Heritage (cultural outcomes)

- Heritage sites more accessible
- Heritage better managed
- Heritage in better condition
- Heritage better interpreted and explained
- More heritage identified and recorded

3b. People (social outcomes)

- Improved knowledge of heritage
- Increased enjoyment of heritage
- Increased involvement in heritage (increased visitor numbers)
- Growth in volunteering
- Changed attitude or behaviour towards heritage
- Skills developed

3c. Communities (economic outcomes)

- Community more attractive to live, work or visit
- New jobs created (direct / indirect employment)
- Environmental improvement (from habitat enhancements)
- New/ improved community assets
- Increased visitor expenditure

3d. Impacts

- Regeneration
- Investment
- Employment
- Skills
- Economic growth - Gross Value Added (GVA)
- Community and Voluntary Sector capacity built

2) Programme delivery:

2a. Activities

Projects types:

- Nature conservation
- Historic buildings, structures, monuments
- Museum or archive collections
- Oral history and stories
- Cultural traditions
- Objects and sites of industrial, transport or maritime historical significance

2b. Outputs

Quantifiable outputs:

- Buildings/ structures repaired or refurbished
- Habitats conserved or created
- Purchases/ restoration for a collection
- Training courses delivered
- Stories recorded and distributed
- New spaces for heritage
- Multimedia outputs (videos, publications)

Assumptions

Communities value heritage with a special legacy from the past. There is latent demand for heritage investment from communities across the UK.

External Factors

Projects will likely have been influenced by other programmes and funding streams. It is important to test for attribution when recording outputs, outcomes and calculating impacts.

Text-only version

Context: The Heritage Grants Programme contributed to the delivery of Heritage Lottery Fund's Second Strategic Plan (2002 to 2007), which has four overarching objectives:

1. To encourage more people to be involved in and make decisions about their heritage
2. To conserve and enhance the UK's diverse heritage
3. To ensure that everyone can learn about, have access to and enjoy their heritage
4. To bring about a more equitable spread of HLF Grants across the UK, including areas of economic and social deprivation

Programme inputs

1. Heritage Grants for all types of heritage projects, anywhere in the UK
2. Awards between £50 and £1 million required 10% match funding
3. Awards greater than £1 million required 24% match funding
4. In-kind contributions in addition to match funding (eg volunteer inputs)

Programme delivery

1. Activities: Project types;
 - a) Historic buildings, structures, monuments
 - b) Museum or archive collections
 - c) Oral history and stories
 - d) Cultural traditions
 - e) Objects and sites of industrial, transport or maritime historical significance
2. Outputs: Quantifiable outputs
 - a. Buildings/structures repaired or refurbished
 - b. Habitats conserved or created
 - c. Purchases/restoration for a collection
 - d. Training courses delivered
 - e. Stories recorded and distributed
 - f. New spaces for heritage
 - g. Multimedia outputs (videos, publications)
 - h. Programme outcomes/impacts

The programme delivery moves through to Programme outputs/impacts:

1. Heritage (cultural outcomes)
 1. Heritage sites more accessible
 2. Heritage better managed
 3. Heritage in better condition
 4. Heritage better interpreted and explained
 5. More heritage identified and recorded

Which follows through to:

2. People (social outcomes)
 1. Improved knowledge of heritage
 2. Increased enjoyment of heritage
 3. Increased involvement in heritage (increased visitor numbers)
 4. Growth in volunteering
 5. Changed attitude or behaviour towards heritage
 6. Skills developed

Which follows through to

3. Communities (economic outcomes)
 1. Community more attractive to live, work or visit
 2. New jobs created (direct/indirect employment)

3. Environmental improvement (from habitat enhancements)
4. New/improved community assets
5. Increased visitor expenditure

Which follows through to:

4. Impacts
 1. Regeneration
 2. Investment
 3. Employment
 4. Skills
 5. Economic growth – gross value added (GVA)
 6. Community and voluntary sector capacity built

Assumptions

Communities value heritage with a special legacy from the past. There is latent demand for heritage investment from the communities across the UK

External factors

Projects will likely have been influenced by other programmes and funding streams. It is important to test for attribution when recording outputs, outcomes and calculating impacts.

2.4.2 Evaluation framework

Building on the logic model, an **evaluation framework** was developed to translate the theory of change into measurable outputs and outcomes. This framework guided the development of the suite of research tools used to gather evidence for the evaluation.

2.4.3 Research methodology

Four main activities were completed to gather the quantitative and qualitative evidence required for the evaluation. These tasks aligned with the evaluation framework and logic model:

Phase 1: Review of programme grants data and documentation: Documentation was provided by HLF and reviewed at an early stage in the evaluation to inform the development of the programme logic model, evaluation framework and suite of research tools.

Phase 2: Online survey: A contacts database was provided by HLF and survey invitations were sent out to approximately 800 projects.⁶ Approximately 400 email 'bounce backs' were received indicating that the email addresses were invalid; the high volume of bounce back responses is likely to be indicative of the decade that has passed since projects completed. In total, 83 projects submitted survey responses, representing a response rate of 21%⁷ and a completion rate across the programme of 8%.⁸ The online survey submissions are representative of the wider programme:

⁶ Exclusions included case study projects (to avoid over-burden and duplication of information) and projects for which no contact information was made available to the evaluation team at Mott MacDonald.

⁷ Of the 400 emails that were successfully sent out to 400 projects.

⁸ Out of the 1,041 completed projects.

They broadly mirror the national profile of funded projects (as described in section 1.2). Of the 83 complete responses, the majority were from projects in England (68), 10 from Scotland, four from Northern Ireland and one from Wales.

Most online survey projects received a grant between £50,000 and £2m (77 out of 83 projects) and six projects received more than £2m.

‘Museum, libraries, archives and collections’ projects were the most numerous respondents (30 projects).

Phase 3a: Case studies: Fieldwork for 50 projects was carried out between January and March 2017. This involved site visits and interviews with project staff / volunteers. A stratified sampling approach was adopted to select these 50 case studies, to ensure effective representation of the wider project population.⁹ Findings from interviews were augmented with data and information from project documentation,¹⁰ which was provided by the HLF and the projects directly. The case study reports are available in Annex B.¹¹

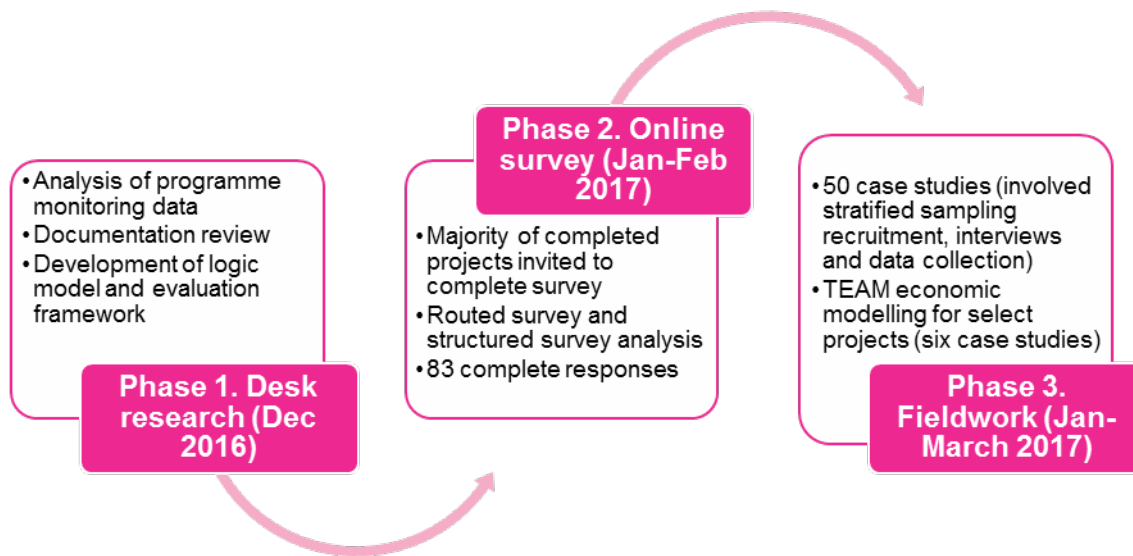
Phase 3b: Economic modelling: To further quantify the economic impact of HLF investment, economic modelling was completed for six of the case study projects where data was available for assessing wider economic benefits associated with the projects. Mott MacDonald’s technical modelling specialists used the Transparent Economic Assessment Model (TEAM) for this task. Data was used to map the economic footprint of these projects, to calculate employment, and GVA attributable to the HLF funding provided. The full methodology is set out in Annex A.

The diagram below sets out the evaluation’s three-phased methodology.

⁹ Summary characteristics for the case studies are set out in the introduction to Annex B.

¹⁰ Project documentation varied from project to project, but generally included a combination of application forms, progress reports, local evaluation reports, visitor surveys, and project level monitoring data.

¹¹ It should be noted that each project **either** participated in the online survey **or** as a case study to avoid consultation fatigue on the part of the project and to avoid double-counting of findings.



These activities resulted in 133 projects providing evidence of impact for the evaluation, equivalent to 13% of the programme¹². Wherever possible, we draw on evidence from all 133 projects. However, some findings draw on one part of the evidence base only (either those projects participating in the online survey or the cohort of 50 case studies) due to the data that was gathered, available, and verified. Throughout the report, we detail whether the project base number for each finding is all 133 projects or the online survey / case study cohort.

2.5 Evaluation opportunities and challenges

The length of time between the programme ending and the evaluation being commissioned has presented both opportunities and challenges for the research team. It presented an opportunity to observe and evidence the longer term heritage, social and economic outcomes and impacts secured by the programme (based on the sample).

The passage of time did however mean that many of the people involved in the projects ten years ago, have moved on since. This made case study recruitment challenging and impacted on online survey completions. Nevertheless 133 projects engaged in the research and together, these projects are representative of the wider programme and provide a rich body of evaluation evidence. Finally, since this was an open grants programme with no monitoring conditions attached beyond expenditure and activities, there was an absence of data baselines at the project level which made it a challenge to measure progress for quantifiable outcomes.

2.6 Structure of this report

The remainder of this impact evaluation report is structured as follows:

¹² Based on the population of 1,041 completed projects under the Heritage Grants Programme 2002 – 2007

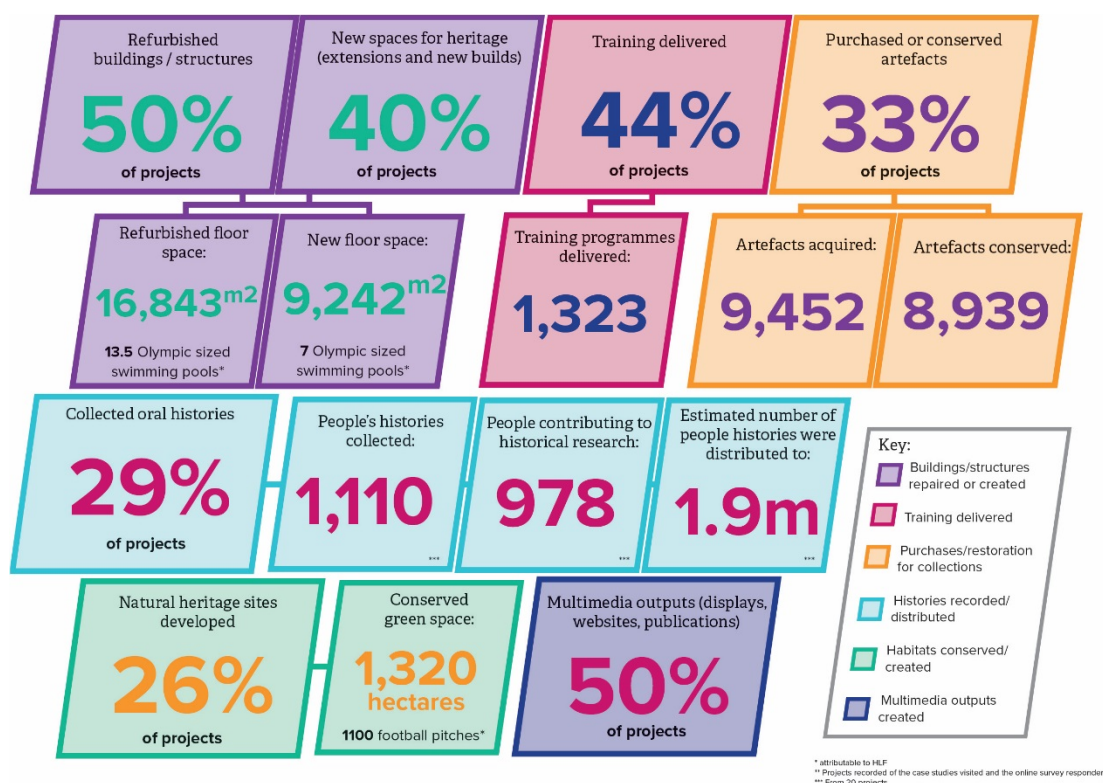
- **Chapter 2** summarises the activities and outputs of projects involved in the research.
- **Chapter 3** assesses the outcomes and impacts of these projects, focusing on the social, heritage and economic / community impacts generated by the project activities.
- **Chapter 4** provides overall conclusions and summarises the learning points and recommendations for HLF.
- **Annex A** sets out the full methodology for the economic modelling exercise.
- **Annex B** includes case study reports for 50 case representative projects.

3. Outputs from project activities

3.1 Summary of project outputs achieved

For the 50 projects which participated as case studies and the 83 projects which took part in the online survey, we have identified the following outputs of HLF funded activities. Each of these outputs is explored in this chapter.

Figure 4: Project outputs



Source: Mott MacDonald 2017

Text-only version

- 50% of projects refurbished buildings/structures, refurbishing a floor space of 16,843m², which equates to 13.5 Olympic sized swimming pools.
- 40% of projects had new spaces for heritage (extensions and new builds), and created 9,242m² new floor space, which equates to 7 Olympic sized swimming pools.
- Training was delivered on 44% of projects, which came to a total of 1,323 training programmes
- 33% of projects, purchased or conserved artefacts, which equated to 9,452 artefacts acquired and 8,939 artefacts conserved
- 29% of projects collected oral histories, collecting 1,110 people's histories, with 978 people contributing to historical research, distributing this to an estimated 1.9 million people.
- 26% of projects developed natural heritage sites, which meant 1,320 hectares of conserved green space, (around 1,100 football pitches).
- Multimedia outputs (displays, websites, and publications) occurred on 50% of the projects.

3.2 Buildings / structures repaired or refurbished

Out of 133 projects engaged with during the research for this evaluation, 67 projects (50%) reported that they had used HLF grants to repair or refurbish buildings / structures.¹³ Just over £99 m of HLF funding was distributed to these 67 projects that repaired or refurbished buildings / structures.

For 31 of the projects with available data¹⁴, 16,843m² of refurbished floor space¹⁵ is attributable to HLF funding, which is equivalent to 13.5 Olympic sized swimming pools¹⁶. Most projects which repaired or refurbished spaces¹⁷ highlighted that these buildings were previously in a poor or very bad state of repair. All buildings risked further deterioration without the HLF funding, but have now been safeguarded and made accessible to the public. Most of the projects responding to the online survey said the buildings were being used for multiple purposes¹⁸ and had experienced a change of use as a result of the project.¹⁹ The most common use was cultural (e.g. museum/gallery).²⁰ Three types of refurbishment projects are evident from the relevant projects:

Renovation of heritage buildings currently in use: this includes museum refurbishments to improve the heritage offer and access. Such as remodelling galleries or making adaptations for disabled people, for example, the installation of accessible toilets (see: [Lynn Museum in Norfolk](#)).

Repair of heritage buildings in disrepair and/ or not in use: this includes buildings with heritage uses (see: [Stockport Plaza](#)) or non-heritage use (see: [Kingsway Learning Centre in Widnes Cheshire](#)).

Conservation of structures: these are structures with heritage significance, including those on recently discovered archaeological sites. (see: [Corbridge Roman Bridge](#)).

3.3 New spaces for heritage

Out of 133 projects, 53 projects (40%) reported that they had created new spaces / infrastructure to enable access to heritage.²¹ Approximately £75 m of HLF funding was distributed to these 53 projects that created new spaces / infrastructure. For 27 projects

¹³ Of the projects participating in the online survey, 32 repaired or refurbished buildings or structures. The proportion was higher for the 50 projects which took part as case studies at 35 projects.

¹⁴ Comprised of 16 projects that responded to the online survey and 15 that participated as case studies.

¹⁵ This is a net figure which represents the percentage of floor space refurbished that is attributable to the funding provided by HLF (rather than match funding).

¹⁶ Calculation is based on Olympic swimming pool measuring 25m (width) by 50m (length).

¹⁷ Of those projects that responded to the online survey, 26 of 32 projects (three projects repaired buildings which were on the heritage at risk register).

¹⁸ 24 of 32 projects responding to the online survey.

¹⁹ 21 of 32 projects responding to the online survey.

²⁰ 22 of 32 projects responding to the online survey.

²¹ Of the projects which took part in the online survey, 34 created new spaces / infrastructure to enable people to access built and natural heritage (34 of 83 projects. 11 were categorised as 'historic buildings and monuments heritage projects', 11 as 'land and biodiversity' and nine as 'museums, libraries, archives, and collections'). The proportion was similar for the 50 projects that participated as case studies at 19 projects.

with available data²², 9,242m² of new floor space²³ is attributable to HLF funding, equivalent to seven Olympic sized swimming pools.²⁴

Like refurbishment projects, new builds are commonly used for multiple purposes.²⁵ However, unlike refurbishments, the most common use of new builds was for visitor information and facilities (e.g. visitor centre). New spaces have helped to make heritage sites more inviting and comfortable for visitors. They provide additional facilities that encourage people to visit for longer periods (for example, cafés and toilets) and make more use of the heritage site. All new builds were Disability Discrimination Act (DDA) compliant and new extensions often involved a range of adaptations to improve accessibility; most common were lifts, ramps and accessible toilets. Two types of new space projects are evident from the relevant projects:

New build visitor centres: these include wholly new structures where there were none previously (see: [Welney Wetland centre in the Cambridgeshire Fens](#)).

Extensions to existing heritage buildings: these include new gallery spaces for the display of heritage (see: [Ware Museum Extension in Hertfordshire](#)) or new facilities in heritage buildings (see: [Binham Priory in Norfolk](#)).

3.4 Purchase / conservation for a heritage collection

Out of 133 projects, 44 projects (33%) reported that that they had used HLF grants to purchase or conserve artefacts.²⁶ Purchases and restoration of artefacts tended to be for existing, rather than new, collections. HLF funding of £68 m was distributed to the 44 projects that purchased or restored artefacts among other activities. Data reported by the projects responding to the online survey revealed that 9,452 new artefacts were acquired and 8,939 artefacts were restored.²⁷ Seven of the projects which took part in the online survey have subsequently loaned out their collection, predominantly to other UK-based museums. Three types of collection projects are evident from the relevant projects:

- **Provision of storage and display cases for existing collections:** some projects installed state of the art facilities to store and display collections in optimal environmental conditions. Mobile shelving units have been installed (see: [Riverside Museum, Glasgow](#)) to allow for greater numbers of artefacts to be stored. New environment control measures now mean artefacts are stored and displayed in better controlled climates, so they will be better preserved for years to come (see: [Jurassic Coast Gallery in Dorset](#)).

²² Of the 27 projects with available data, 21 responded to the online survey and six were case studies.

²³ This is a net figure which represents the percentage of floor space refurbished that is attributable to the funding provided by HLF (rather than match funding).

²⁴ Calculation is based on Olympic swimming pool measuring 25m (width) by 50m (length).

²⁵ 29 of the 34 projects which responded to the online survey and created new spaces for heritage were using these spaces for multiple purposes.

²⁶ Of the projects responding to the online survey, 26 purchased or restored an item / artefact. The proportion was similar for the 50 projects that took part as case studies at 18 projects.

²⁷ These figures are not mutually exclusive as some projects have both acquired and restored artefacts. This information was not collected uniformly across the case studies so we are unable to provide figures for the project cohort that participated as case studies.

- **Conservation of an existing collection:** fragile artefacts have received specialist attention from conservators through the project, ensuring the condition of heritage is improved and safeguarded for years to come (see: [North East Inheritance](#)). For other projects, new standards for the care of collections were introduced, which in the case of [Broughton House in Kirkcudbrightshire, Scotland](#) helped the heritage site to gain museum accreditation.
- **Conservation of a donated collection:** some heritage sites used the funding to conserve or present gifted collections, which were donated due to a local connection or to provide a new home for a collection with the aim of increasing public access to it (see: [Newtown Textile Museum in Wales](#)).

3.5 Training and learning

Out of 133 projects, 59 projects (45%) reported that they had used some of the HLF grant funding to deliver training.²⁸ In total, 1,323 programmes or courses were delivered by those who responded to the online survey²⁹:

Three strong themes for training and learning are evident from the relevant projects:

- **Conservator and heritage management training** was commonly delivered to both staff and volunteers (see: [Wheal Martyn in Cornwall](#); [Charleston Regained in Sussex](#)).
- **School programmes** were developed and delivered for pupils (and in some cases, teachers too), many of which continue today (see: [Springhill Costume Collection in Northern Ireland](#)).
- **Public education and participation activities** such as guided tours and workshops were developed and delivered to museum visitors, many of which continue today (see: [Galloways Hydraulic Pumping Engine in Manchester](#)).

3.6 Multimedia outputs and oral histories

Out of 133 projects, 66 projects (49%) reported the creation of multimedia outputs, such as websites, visual and interactive displays, using HLF grant funding.³⁰ The most common reported multimedia outputs were:

- **Visual/ interactive exhibits and displays** were the most common form of outputs produced by 51 projects. These included audio-visual displays, videos, interpretive panels, and interactive displays and dressing up costumes, that aim to bring heritage to life, including for target groups such as children (see: [Mansfield Museum Environment Gallery](#)).

²⁸ Of the projects responding to the online survey, 32 used some of the HLF grant funding to deliver training (32 of 83 projects, including 11 projects categorised as 'museums, libraries, archives and collections' heritage projects and 10 projects categorised as 'land and biodiversity' heritage projects). The proportion was higher for the 50 projects that participated as case studies at 27 projects.

²⁹ This information was not collected uniformly across the case studies so we are unable to provide figures for the project cohort that participated as case studies.

³⁰ Of the projects responding to the online survey, nearly half (39 of 83 projects) created multimedia outputs, such as websites, visual and interactive displays, using HLF grant funding, including 19 projects categorised as 'museums, libraries, archives and collections' heritage projects and 10 projects categorised as 'historic buildings and monuments' heritage projects). The proportion was higher for the 50 projects that participated as case studies at 27 projects.

- **Website development** (or creation of a new website) was undertaken by 38 projects (see: [The Lightbox museum in Woking](#)).
- **Printed publications**, such as brochures, guides, or booklets, which were produced by 29 projects.
- **Digitisation of a collection** was evident amongst many projects and involved the collection, creation, and distribution of digital files, made available to the public through an online platform (see: [Cutting Edge Heritage in Wakefield, Yorkshire](#)).

Out of 133 projects, 39 projects (28%) used some of the HLF grant funding to deliver activities around oral histories,³¹ including the recording and distribution of histories. Of 20 projects delivering an oral history element:

- 1,110 people's histories were collected.
- 1,028 people contributed to the historical research process.
- These histories were distributed to an estimated 1.9 million people.

Two strong themes for oral histories emerged from the relevant projects:

Recording of employee stories from a heritage industry: such as personal stories from past employees linked to heritage industrial sites and artefacts (see: [Galloways Hydraulic Pumping Engine in Manchester](#)) or research of local industries (see: [Wheal Martyn in Cornwall](#)).

Recording of past use of a building: for example, the [Bishop's Palace in Inverness](#) collected stories from trainee nurses who had lived in the building during its time as a nursing school and from the daughters of the last Bishop to reside there.

3.7 Habitats conserved / created

Out of 133 projects, 35 projects (25%) reported that they had used HLF grants to create, conserve or extend natural heritage sites.³² Twelve of these 35 projects provided sufficient data showing that HLF funding directly contributed to conserving 1,320 hectares of green space, equivalent to 1,100 football pitches.³³ Of these 35 projects, nine provided direct support for 'priority species' and 11 projects supported 'priority habitats'.³⁴ Furthermore, most of these sought to protect more than one 'priority species' or 'priority habitat'.

Three types of land and biodiversity projects are evident from the relevant projects:

³¹ 31 of 83 projects that responded to the online survey (including 17 projects categorised as 'historic buildings and monuments' heritage projects and 11 categorised as 'museums, libraries, archives, and collections' heritage projects). The proportion was lower for the 50 projects that participated as case studies at 8 projects.

³² Of the projects responding to the online survey, 25 used HLF grants to create, conserve or extend natural heritage sites (24 of 83 projects: 12 of these are categorised as 'land and biodiversity' heritage projects and eight are categorised as 'historic buildings and monuments' heritage projects). The proportion was lower for the 50 projects that participated as case studies at 10 projects.

³³ For 12 projects that provided data, 484 hectares of land was conserved or extended for heritage which can be attributed to HLF funding (rather than match funding). The calculation is based on a football pitch measuring 1.2 hectares.

³⁴ As listed in the UK Biodiversity Action Plan (1995-1999). These priority species and habitats were those that were identified as being the most threatened and requiring conservation action under the UK Biodiversity Action Plan. For more information see: [National Archives UKPlans](#). [Accessed 13th April 2017].

Acquisition of land for habitat creation and conservation: including land purchases to protect and / or encourage flora and fauna, and to make green spaces accessible to the public (see: [Captain's Wood in Suffolk](#))

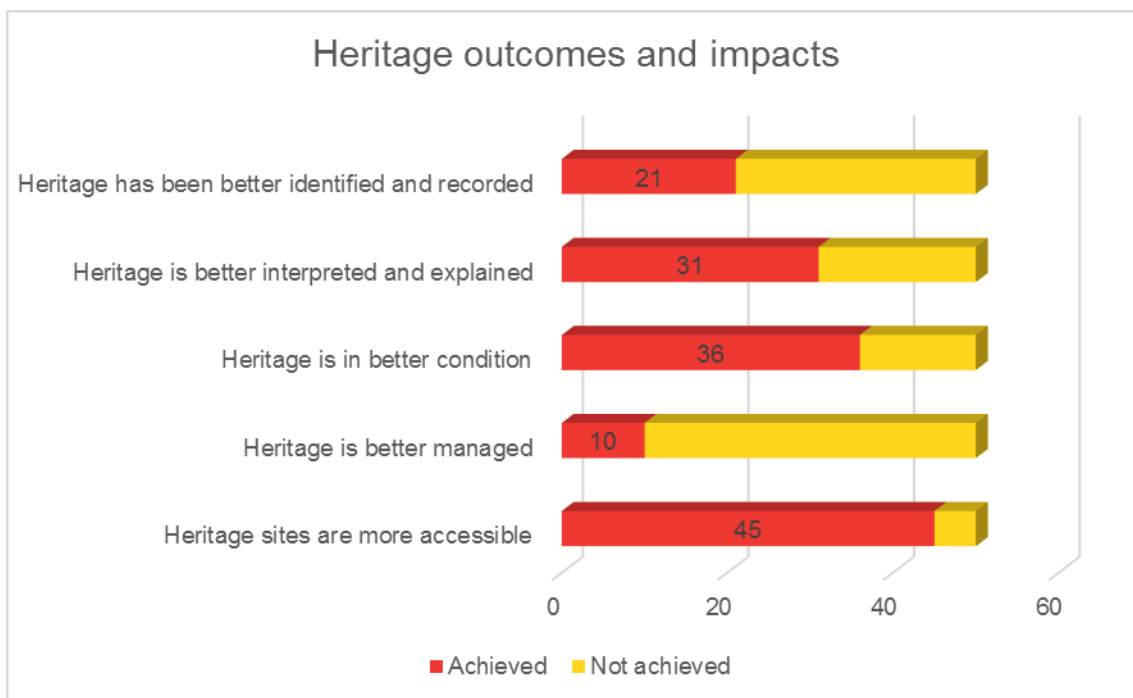
Creation of new environmental features at existing natural heritage sites: including the creation of new habitats or environmental sustainability measures (see: [Welney Wetland Centre in the Cambridgeshire Fens](#))

Conservation of habitats at existing built heritage sites: including the research, conservation and recording of protection species of flora and fauna (see: [Binham Priory in Norfolk](#))

4. Outcomes and impacts achieved

4.1 Overview

This section predominantly draws on the case study findings since many of these outcomes and impacts require more qualitative measurement and validation. The three graphs below reveal to what extent the 50 projects which participated as a case study have met a range of heritage, social and economic / community outcomes and impacts. In this chapter, we outline the evidence for each of these outcomes in-depth.

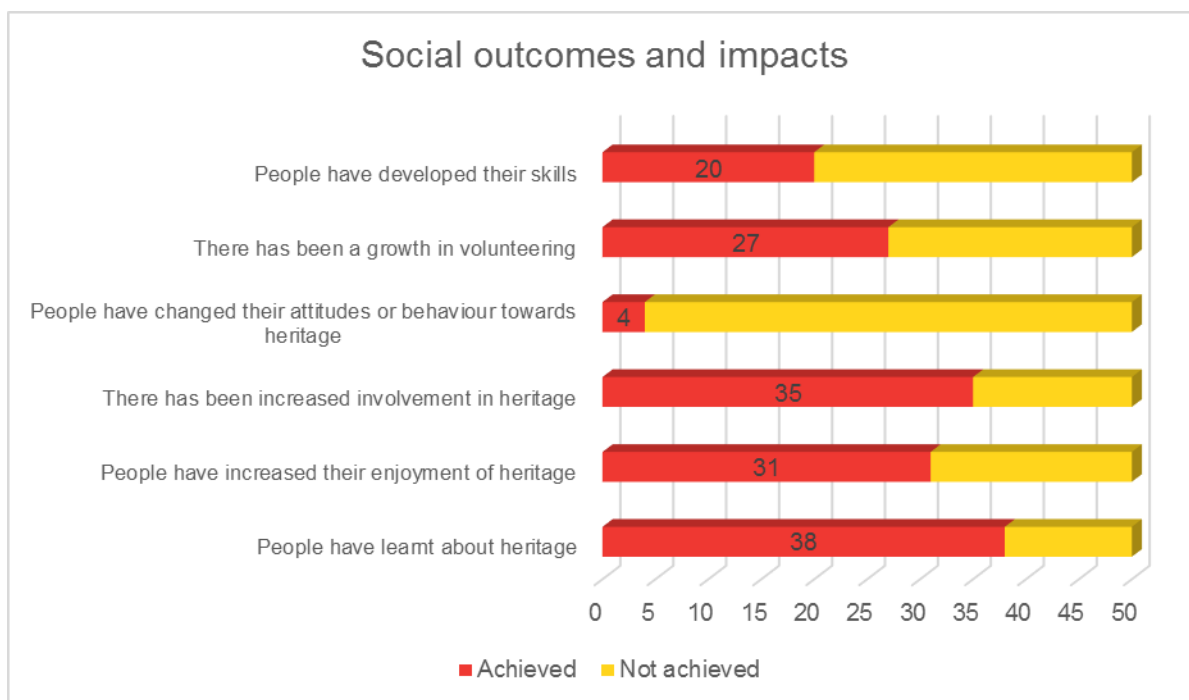


Text-only version: Heritage outcomes and impacts

Out of 50 projects,

- 21 have better identified and recorded their heritage
- 31 have better interpretations and explanations around heritage
- 36 say their heritage is in better condition
- 10 say their heritage is better managed
- 45 heritage sites are more accessible

Source: Mott MacDonald case study projects in receipt of funding under the Heritage Grants Programme 2002-2007.

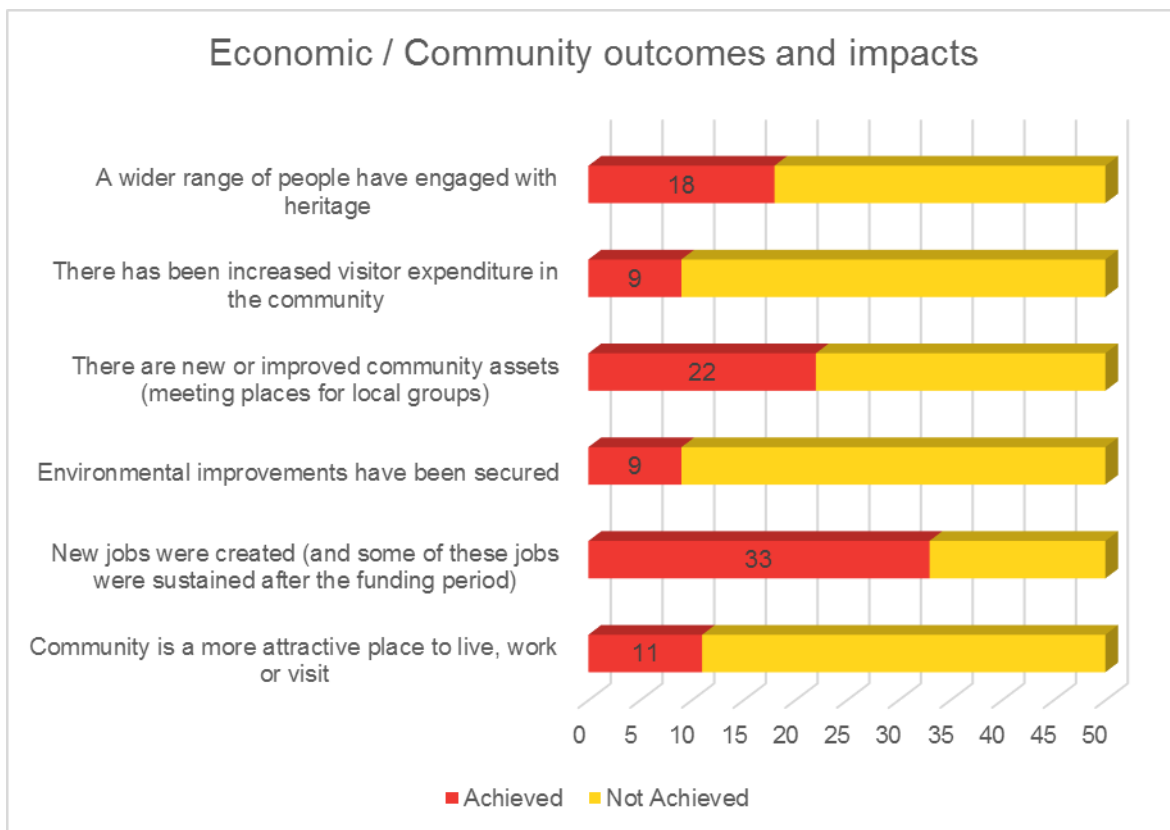


Source: Mott MacDonald case study projects in receipt of funding under the Heritage Grants Programme 2002-2007.

Text-only version: Social outcomes and impacts

Out of 50 projects

- 20 have seen people develop skills
- 27 see an increase in volunteering
- 4 have changed people's attitudes or behaviour towards heritage
- 35 say there was an increased involvement in heritage
- 31 have increased people's enjoyment of heritage
- 38 have increased people's learning about heritage



Source: Mott MacDonald case study projects in receipt of funding under the Heritage Grants Programme 2002-2007.

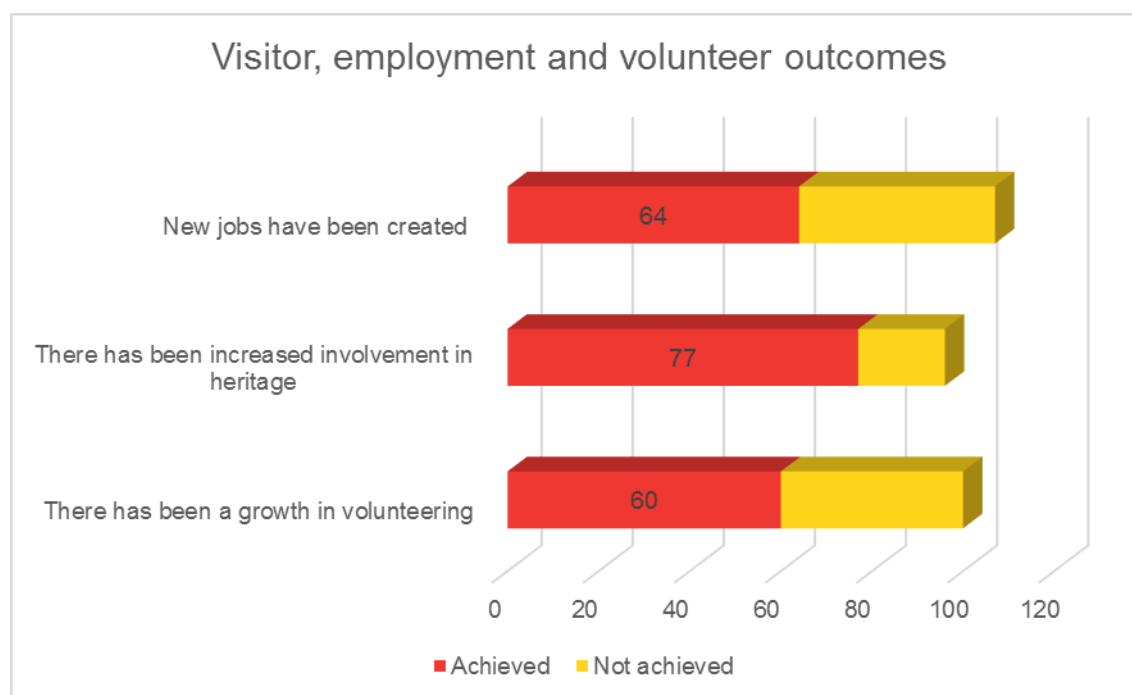
Text-only version: Economic/community outcomes and impacts

Out of the 50 projects:

- 18 had a wider range of people who have engaged with heritage
- 9 increased visitor expenditure in the community
- 22 have new or improved community assets (meeting places for local groups)
- 9 have secured environmental improvements
- 33 created new jobs, (some of these jobs were sustained after the funding period)
- 11 make the community a more attractive place to live, work or visit.

Three of these outcomes, which are more quantitative measures, were explored in the online survey as well as the case studies. Therefore, we have augmented findings from the case studies with online survey data, providing a base of 133 projects from which to draw evidence across these three outcomes:

- Growth in volunteering
- Increased involvement in heritage
- New jobs created



Source: Mott MacDonald research participants in receipt of funding under the Heritage Grants Programme 2002-2007.³⁵

Text-only version: Visitor, employment and volunteer outcomes

Out of the 133 projects that participated in the on line survey:

- 64 created new jobs
- 77 increased movements in heritage
- 60 experienced a growth in volunteering

4.2 Heritage outcomes and impacts

Heritage outcomes and impacts refer to the impacts directly associated with the heritage itself. This includes the accessibility, management, sustainability, and knowledge of heritage.

4.2.1 Accessibility of heritage

Almost all case studies (45 of the projects) demonstrated evidence of making their heritage more accessible to people. This included **improving the physical access to heritage** achieved through outputs such as the installation of lifts (see: [Bury Museum and Archive Centre](#)), step-free building access (see: [Binham Priory, Norfolk](#)); and wheelchair accessible nature paths (see: [East Ayrshire Coalfield SIP Outdoor Access Project, Scotland](#)).

During the evaluation fieldwork, it became clear that access to heritage goes beyond physical access (creating new spaces and refurbishing existing buildings) and includes **improving the presentation and display of heritage**. By increasing the ways

³⁵ Each column is based on information provided by the projects; not every visitor, employment and volunteer outcome was experienced by every project.

information is displayed, heritage can be better accessed by a wider range of people who have a variety of learning styles, reading ages and interest levels. It was common to increase the number of visual displays (see: [Galleries of Modern London in London](#)) and use sensory displays (see: [Polesworth Abbey in the West Midlands](#)).

Almost all projects which produced multimedia outputs demonstrated that heritage was more accessible as a result (25 of 27 case study projects). Building outputs (new builds and refurbishments) were also strongly linked with improvements in heritage accessibility.³⁶

Improving the accessibility of heritage, has an associated impact on other measures such as increasing visitor numbers, increasing enjoyment and involvement of heritage and widening the audience for heritage. [Darlow's Farm in Cambridgeshire](#) was purchased to enable access to a National Nature Reserve and protect the species that live there. Darlow's Farm was the first (and key) piece of private land acquired to establish the Great Fen project, the aspirations of which are to increase public enjoyment of fenland, and widen access for children through school visits and other activities.

4.2.2 Heritage management

Ten of the case studies demonstrated that heritage is better managed due to the HLF grant.³⁷ Some projects developed and **delivered training courses about heritage management**. For example, how to care for previously unmanaged habitats at [Captain's Wood in Suffolk](#). Staff training for conservation, object handling, and interpretative methods has improved heritage management at some sites (See: [Jurassic Coast Gallery in Dorset](#)).

Better management has also helped to improve the condition of heritage. Taking again the example of [Captain's Wood in Suffolk](#), prior to the purchase and conservation project, the site was unmanaged and key environmental heritage features, such as the ancient trees, were deemed 'at heritage risk'. Following a clearance and conservation programme,³⁸ the experienced team at Suffolk Wildlife Trust took over the site, and put a sustainable management plan into action.

4.2.3 Heritage condition

Around three-quarters of the case studies (36 of 50 projects) presented evidence to suggest that heritage was in a better condition due to the project. Outputs that contributed to improving the condition of heritage included the refurbishment of existing buildings; creation of new spaces for heritage; and the conservation of collections and artefacts. For example, through the physical repair of artefacts (see: [Galloways Hydraulic Pumping Engine in Manchester](#)) or by improving the environmental

³⁶ 32 of the 36 projects that had outputs of repairing or refurbishing structures evidenced an increase in heritage accessibility and 19 of the 20 projects that created new spaces for heritage.

³⁷ Half of these (5 of the 10 projects) were categorised as 'museums, libraries, archives, and collections' heritage projects.

³⁸ A programme of clearance and conservation to remove invasive species from this nature reserve was completed, including 2.5 hectare of land overgrown with rhododendrons.

management of collections through the installation of climate / humidity controls (see: [Charleston Regained in Sussex](#)).

In the case of the [Galloways Hydraulic Pumping Engine in Manchester](#), prior to its acquisition, the engine had not been operational for a decade. Following its repair, the engine can now be demonstrated in motion, which has improved visitors' knowledge of an important piece of Manchester's industrial heritage. The conservation of the [Fergusson Gallery in Perth](#), has protected not only a listed building from disrepair, but also supported the continued display of the JD Fergusson collection, a significant heritage asset for Perth and Kinross.

4.2.4 Heritage interpretation and explanation

Three fifths of the case studies (31 of 50 projects) said that the project has resulted in better interpretation and explanation of their heritage. Many projects had invested in developing information panels that were researched, written, and installed around sites to explain to visitors the heritage on view. **The use of funding to improve information displays was evident across all heritage themes;** it was a feature of habitat projects, as well as historic buildings used for a non-heritage purpose.³⁹

There was an observed link between projects that produced oral histories and training outputs and improvements in heritage interpretation and explanation.⁴⁰

For example, volunteer training courses were delivered as part of the [Rotherham Churches Tourism Initiative](#) which focused on preparing press releases, website development, and event management. According to project staff, this training improved interpretation of local churches' heritage which led to visitors appreciating the heritage more. In some cases, the project resulted in new interpretations of heritage. For example, at [Welford Road Cemetery in Leicester](#) a new interpretation area was created featuring memorial plaques for 100 notable individuals buried at the cemetery.

This outcome is particularly intertwined with accessibility and enjoyment of heritage outcomes. A project that illustrates this is the [Governor's Residence Access Project in Northern Ireland](#), which has improved the interpretation and explanation of their collections through dressing up costumes, puzzles, and pot building. This has also improved children's accessibility and enjoyment of the heritage, by enabling more active exploration of the heritage.

4.2.5 Heritage identified and recorded

Twenty-one case studies identified or recorded more heritage through the project. Outputs that contributed to this outcome included the purchase or conservation of artefacts for a collection. For example, the purchase and display of a new collection (see: [Galloways Hydraulic Pumping Engine Project](#)); and the purchase of display cases to bring a collection back to a site (see: [Binham Priory in Norfolk](#)),

³⁹ Such as the Tithe Barn in Abergavenny.

⁴⁰ 7 of the 8 case study projects that collected oral histories felt that their heritage is now better interpreted and explained; 21 of the 28 case study projects that delivered training courses felt that their heritage is now better interpreted and explained.

The discovery of previously unknown heritage was an unexpected outcome for some projects. For instance, during the extension to [Ware Museum in Hertfordshire](#), a medieval well was unearthed and is now on public display. A new discovery was also made at [Binham Priory](#) where archaeological surveys revealed a previously unknown burial site, adding to local historical knowledge. Also, new wildlife species have been discovered on the [Attenborough Nature Reserve in Nottinghamshire](#) as well as [Binham Priory in Suffolk](#).

The recording of heritage appears to be a more common feature of land and biodiversity projects. An example is the annual BioBlitz event which was established at [Welford Road Cemetery in Leicester](#) to record species of birds, bugs, and plants, as part of the project. Or the daily recording of wildlife and habitat species on the [Attenborough Nature Reserve in Nottinghamshire](#) enabled by a new staff team and visitor centre, where over 1,000 species have been logged since recording began.

4.3 Social outcomes and impacts

Social outcomes and impacts refer to the direct effects on people involved in a heritage project, be that visitors, participants, volunteers, or employees. Impact is measured by a range of outcomes spanning: knowledge, enjoyment, and skills.

4.3.1 Improved knowledge of heritage

Of the 50 case studies, **38 projects indicated that knowledge of heritage had increased** through the project, by **making heritage accessible to the public**. For instance, The Walter Crane Collection, which contains over 4,000 works by the leading Arts and Crafts illustrator, had been in private ownership until the project conserved, catalogued, and displayed the collection in the [Whitworth Gallery, Manchester](#).⁴¹

In addition to improving public access to heritage sites and collections, which will have helped improved the public's knowledge of heritage, some case study projects **developed activity programmes to improve the public's knowledge of heritage**. The [Victoria Baths, Manchester](#) organised tours, workshops, and events for visitors, enabling them to gain an insight into the social history of municipal swimming pools. Other sites, such as [Bishop's Palace, Inverness](#), **created displays to inform visitors about past occupants and building uses**. Of the 38 case studies which identified improved knowledge of heritage as an outcome, 22 created multimedia outputs, such as digital catalogues, audio visual displays and interpretative panels.

Some projects were focused on **improving the heritage knowledge of a specific audience**, such as school children. [Polesworth Abbey in the West Midlands](#) used the funding to develop and deliver 'Monks & Nuns', a primary school education programme. The [Springhill Costume Collection in Northern Ireland](#), also created a programme for schools to support a travelling Irish costume exhibition.

⁴¹ The purchase of the Walter Crane Collection had been enabled by an earlier, separate HLF grant.

4.3.2 Increased enjoyment of heritage

Thirty one case studies evidenced increased enjoyment of heritage. Some heritage sites measure enjoyment through anecdotal evidence (for example, using visitor books) while others carry out formal visitor surveys. [Down County Museum](#), which was significantly remodelled using the HLF grant, commissioned a visitor survey which revealed a 100% satisfaction rating and a net promoter score of 81%⁴².

The HLF funding offered sites the opportunity to **present heritage in new, more interactive ways**. Project outputs, such as visual and interactive exhibits and dressing-up costumes, were observed by project staff to increase enjoyment for visitors with a range of existing heritage knowledge and interest levels. **Investment in visitor facilities**, such as toilets and cafés at the [Attenborough Nature Reserve in Nottinghamshire](#), was also seen as important for increasing overall enjoyment of heritage. Providing greater comfort to visitors and refreshment facilities, enables visitors to spend more time at the heritage site and improve their overall experience.

To provide an objective assessment of visitor enjoyment, TripAdvisor pages⁴³ for each case study heritage site were consulted. This well-known travel website is built on a user-generated content model and is a popular source of independent feedback on tourist attractions. The 69 projects with TripAdvisor review pages achieved an average star rating of **4.5 out of five indicating extremely high levels of visitor enjoyment** and 51 of these (74%) currently hold a certificate of excellence,⁴⁴ an honour awarded to venues that consistently achieve outstanding reviews on TripAdvisor.

4.3.3 Involvement in heritage

Of the 96 projects reporting visitor data, **77 projects demonstrated an increased involvement and awareness of heritage from the public**, through moderate to high increases in visitor numbers.⁴⁵ The increases have been sustained by most heritage sites over the long term. For example, due to improvements at [Charmouth Heritage Coast Centre](#), there has been an 77% increase in visitor numbers between 2004 and 2016.⁴⁶

In addition to increased visitor numbers, there is the opportunity for **sustained involvement in heritage as well as income generation locally**, with sites serving as hubs for heritage activities and events, such as [the Bishop's Palace, Inverness](#) and [Holy Cross, Belfast](#). Alongside heritage exhibitions, [The Lightbox](#) offers art classes and activity workshops, which have increased community involvement in the arts in a town where the cultural offer was previously limited. Sites such as [Fulham Palace, London](#), and [Stockport Plaza](#) have **diversified into event hire** for weddings and functions,

⁴² 100% of visitors in 2016 described their experience as either 'excellent' or 'very good'. 81% were 'very likely' to recommend the museum to someone they know.

⁴³ [Tripadvisor](#) [accessed 15th March 2017].

⁴⁴ To award a Certificate of Excellence, TripAdvisor requires review ratings, overall rating and quantity and recent completion of reviews. To qualify for a Certificate of Excellence, a hospitality business must maintain an overall TripAdvisor rating of at least four out of five; have a minimum number of reviews and have been listed on Trip Advisor for at least 12 months.

⁴⁵ 42 of the 46 projects responding to the question about visitor numbers in the online survey, reported an increase in visitor numbers five years after the project was completed (in comparison to 12 months before the project started). 35 of the 50 projects that took part as case studies experienced a growth in visitor numbers.

⁴⁶ Visitor numbers have increased from 61,000 per year in 2004 to 108,000 visitors per year in 2016.

widening their audiences further while also boosting their revenues. At [Holy Cross Church, Belfast](#), funding was used to sympathetically restore the church interior, which has made the church a popular choice for weddings and baptisms.

4.3.4 Attitudes towards heritage

Only four sites considered the HLF grant to have changed attitudes towards heritage. Two of these projects ([Polesworth Abbey](#); [CAMBRIA Sailing Barge](#)) suggested it had **altered visitors' attitudes towards heritage**, while the other two ([Mansfield Museum](#); [Museum of London](#)) indicated that it **changed the museum's vision and ethos**. While not numerous, the projects identifying such changes felt it was a notably strong and positive project outcome.

[Polesworth Abbey](#) regarded its regeneration as having **increased civic pride in the wider area**, and the [CAMBRIA Sailing Barge](#) noted changes in young carers' attitudes following a weekend on the boat. Following the creation of its environment gallery, [Mansfield Museum](#) maintained that it had **changed its whole ethos as a museum**; more emphasis is now placed on children's enjoyment of the museum experience. Similarly, the [Museum of London](#) felt that they were now **more influenced by audience opinion** following the opening of their Galleries of Modern London. These changes have led [Mansfield Museum](#) and the [Museum of London](#) to focus on improving visitor involvement and enjoyment, through for example: more interactive exhibits; education programmes for children; and staff training.

4.3.5 Volunteering growth

Of the 100 projects providing volunteering data, 60 reported a sustained increase in volunteering numbers for at least five years⁴⁷. Some sites, such as the [Charmouth Heritage Coast Centre, Dorset](#), experienced considerable growth, almost doubling their volunteer numbers.⁴⁸

This growth has benefited heritage sites operationally, for example **enabling longer opening hours; expanded visitor offers** (e.g. guided tours and events); and **greater recording of heritage on site** (e.g. recording of protected species). The **volunteers themselves have also benefited**. [Stockport Plaza](#) has over 100 volunteers, many of whom are over 65 and enjoy the increase in physical activity and social interactions.

Projects demonstrated that the roles undertaken by volunteers are varied and include: conservation management; catering by serving food and beverages; running learning centres; leading guided tours; gardening / grounds maintenance; and events management.

4.3.6 Skills development

Twenty seven case studies indicated that skills had been developed for staff, volunteers, or visitors. Volunteers have developed specialist heritage and

⁴⁷ 27 of the 50 projects that took part as case studies experienced a growth in volunteering between the start of the project and 2017, both in terms of the number of volunteers participating and the hours volunteered. 33 of the 50 projects responding to the question about volunteering in the online survey, reported an increase in the number of volunteers five years after the project was completed (in comparison to 12 months before the project started).

⁴⁸ Prior to HLF funding, there were 33 volunteers; in 2017, the figure stood at 65.

environmental skills, such as conservation, species identification and collections management (see: [Wheal Peevor Project, Cornwall](#)). In other projects, **staff members have improved their personal skillsets**, while certain projects enabled postgraduate students from universities to gain work and research experience. These skills were often transferable, **enabling people to gain employment in the heritage sector**.

4.4 Economic / community outcomes and impacts

This section refers to the economic / community outcomes and impacts which bring benefits for local economies and communities where heritage sites are located. It covers the benefits to the local area in terms of employment, regeneration and community development, visitor economy, as well as environmental impacts.

4.4.1 Employment

Of the 107 projects providing employment data, **64 projects (60%) led to the creation of new jobs**⁴⁹. Of the 33 projects that took part as case studies which created new jobs, 29 demonstrated the jobs have been sustained until the present day (2017). Where heritage jobs did not continue, there was anecdotal evidence that the work experience has helped their future career prospects in the heritage sector (see: [From Toy Books to Bloody Sunday project](#)).

These included jobs **for the project duration only** (see: archaeology jobs at [Corbridge Roman bridge](#) excavation site), through to projects that placed entirely new teams in revitalised or new heritage sites which remain in place at the time of the evaluation research, including:

A new build visitor centre at [Attenborough Nature Reserve](#) which has a team of 20 employed⁵⁰.

A new build visitor centre at [Welney Wetland Trust](#) which created a new team of 30 including 20 permanent all year-round posts and 10 seasonal posts.⁵¹

[The Lightbox Woking](#), a new arts and heritage centre, where 24 jobs⁵² were recorded in 2012 (full time equivalent (FTE) of 14.9).

Although curator, collection management and archive jobs were created (see: [From Toy Books to Bloody Sunday project](#)), **many of the new jobs were not directly heritage related**; instead they were in the service industry or community sector. Some of these jobs were related to a change of historic building use; such as [Fulham Palace in London](#) where an events management team was established for weddings and corporate events.

⁴⁹ Of 107 projects providing data 33 of the 50 projects that took part as a case study created new jobs. 31 of the 57 projects responding to the question about employment in the online survey, reported an increase in the number of people employed 12 months after the project was completed (in comparison to 12 months before the project started). For the online survey projects, there was sustained employment growth after five years, with a third of projects (31) reporting employment growth, while only seven projects responding to the online survey reported a decrease in the number of people employed after five years.

⁵⁰ These 20 employees include a mix of full and part time positions, but the full time equivalent (FTE) is not known. Figures correct for 2017, at the time of the HLF impact evaluation case study visit.

⁵¹ The team of 30 includes a mix of full and part time positions, the FTE is not known. Figures correct for 2017, at the time of the HLF impact evaluation case study visit.

⁵² Figures correct for 2012, at the time of Lightbox Woking's Independent Economic Impact Assessment.

4.4.2 Regeneration

Projects have not only transformed buildings and landscapes, but in some cases the public realm and communities too. **Eleven case studies reported that their project had a transformative impact on their community** by enhancing the character and distinctiveness of the local area, making them more attractive places to live, work, and visit.

Historic buildings are an asset for the regeneration of towns and cities. **Breathing new life into iconic buildings and local landmarks that have fallen into decline can transform the built environment and public realm for the communities that live and work there.** [Stockport Plaza](#) is a Grade II* listed art deco landmark building with a period theatre which was successfully restored and today is held up as a 'beacon of Stockport's evening economy'. Following on from the project, other public realm improvements were undertaken by Stockport Borough Council, including repair of the historic steps adjacent to the Plaza. The trickle-over effects have helped to improve the appearance of the wider square, supporting the town's major regeneration programme.

The programme has also funded new buildings that not only enhance communities by developing their cultural offers but also benefit the local economy. A case in point is [The Lightbox in Woking](#) which houses art galleries, a museum a cafe, and shop. The Lightbox is a unique arts and heritage hub locally, offering workshops and a community programme, which has greatly enriched Woking's cultural offer and help put it on the map. Investment in this project from the HLF supports 24 gross direct jobs, of which 17 are net additional jobs (including indirect and induced jobs). These jobs create an annual economic output of £1.3m (Gross Value Added), of which £900,000 is net additional to the local economy.⁵³

4.4.3 Community assets

The programme has helped to **harness heritage for community development benefit**, using the physical environment to enhance community interactions and functions. Projects that provided new 'community assets' are supporting the social and cultural life of communities, and offering greater opportunities for residents to come together and get involved in community activities. **Of the 50 case study projects, 22 created new community infrastructure.** Typically, these are spaces in new or refurbished buildings which have been made available for community use. In fact, most of the building projects (new builds and refurbishments) included provisions for new community assets and displacement of existing facilities was reportedly negligible.

These community assets are often used for non-heritage related activities.

Community spaces at [St Michael's Parish Church in Edinburgh](#) are regularly used for dance classes, community group meetings and local events. [The Kingsway Learning Centre in Widnes, Cheshire](#) now provides a major asset for the community for a diverse range of groups including adult learners, families with pre-school age children, and school pupils (who use the centre for educational or support services, the nursery or library). The [Monkwearmouth Station Museum](#) allows community groups to make

⁵³ Estimates produced by Mott MacDonald's economic modelling tool TEAM 2017.

use of spaces in the museum; including English learners from migrant communities and specialist interest societies (e.g. art appreciation groups).

4.4.4 Growth in appreciation of Heritage

Eighteen of the case study projects demonstrated that they had widened the appreciation of heritage by increasing participation beyond ‘traditional’ heritage audiences. A range of outputs helped improve diversity and target under-represented groups. Following a change in vision and an aspiration to target a younger audience, the [Mansfield Museum](#) used the funding to install interactive and engaging visual displays, which has grown the under 15 visitor cohort, particularly from schools in deprived areas.

[Stockport Plaza](#) has also made real efforts to diversify its audience by creating programmes that appeal to a wide cross-section of the community. Their programme regularly features events for minority groups such as transgender cultural events, Persian film screenings, and wrestling matches in addition to the more traditional theatre and cinema offerings. The art deco theatre has also been used for television and film productions, bringing art deco heritage to an even wider audience.

Another way that heritage has been opened up to wider audiences is through the digitisation of collections (see: [Charleston Regained](#); [North East Inheritance](#)). More recent innovations of enabling publication of heritage online has increased the ability of remote audiences to access heritage, removing geographic or economic barriers which can impede access (see: [Valley of the First Iron Masters](#)). This innovative website was visited over 2,000 times in 2009, with analytics indicating access from a wide range of geographical locations including Australia, Canada and China.⁵⁴

4.4.5 Visitor expenditure

Out of the 50 projects that participated as case studies in the research, **nine projects experienced an increase in visitor expenditure after the project completed**⁵⁵. Increased visitor expenditure was the result of either: a growth in visitor numbers (see: [Galleries of Modern London](#)); the installation of new commercial spaces such as a cafés and shops (see: [Attenborough Nature Reserve](#)); or the diversification of a heritage site to generate additional revenue streams (see: [Brockwell Park Lido](#); [Fulham Palace London](#)).

[Brockwell Park Lido](#) is a good example of a heritage site being used for a new purpose while retaining the special heritage on site. The operators, Fusion Lifestyle, have repurposed much of the building into a health and fitness suite, while retaining the Lido itself. The health and fitness suite brings in additional visitor expenditure through monthly fees, making the site more sustainable.

In fact, three projects ([Galleries of Modern London](#)⁵⁶; [Attenborough Nature Reserve](#) and [the Lightbox](#)) **experienced such strong growth in visitor numbers and**

⁵⁴ This data was drawn by the case study project from Google Analytics

⁵⁵ The projects that took part in the online survey were not asked about visitor expenditure.

⁵⁶ At the Museum of London.

revenues, that they have outgrown their current sites. For example, the [Museum of London](#) has seen a drop in average visitor spend because the facilities (café, shop) cannot meet demand at peak times and is due to move from its current site at the Barbican to larger premises at Smithfield, Farringdon in 2022.

4.4.6 Environmental improvements

Thirty-three projects demonstrated an environmental improvement from habitat enhancement.⁵⁷ The outcomes include positive impacts on bio-diversity and the health of flora and fauna populations. For example, new management plans and staff teams were put in place at [Attenborough Nature Reserve](#) where the funding was used to build a new visitor centre, which resulted in active management of the habitat site.

Conservation of habitats to support priority species was demonstrated by a few projects, such as the clearing of invasive Rhododendrons at [Captain's Wood in Suffolk](#) to protect ancient historic trees species.

Some of the projects achieving environmental impacts were museums and historic building projects which secured environmental benefits through their activities. For example, [Binham Priory in Norfolk](#) installed signage to raise awareness and prevent accidental damage of the newly discovered Less Wallbed Straw, a priority grassland species.

The creation of new habitats was a central focus of some projects. For example, the conversion of arable land back into fenland through the purchase of [Darlow's Farm in Cambridgeshire](#). Also in Cambridgeshire, the [Welney Wetland Centre](#) created a pond with reed beds in its car park, to provide a new habitat and a visual introduction to the wetlands for arriving visitors. This feature has a dual function as it also provides a reed bed filtration system for greywater recycling. It is features like this that have led to the [Welney Centre](#) winning environmental and sustainable building awards.⁵⁸

4.5 Wider economic impact of selected case studies

In this section, wider economic impacts are presented for a selection of six case studies. Case studies were selected because they provided a full suite of required data⁵⁹. Details for each of the case studies is available in short reports presented in Annex B and a description on the economic modelling methodology is available in Annex A.

The two tables below set out the gross and net jobs⁶⁰ created by the six projects and the gross and net GVA.⁶¹ The impacts are divided into two phases, the construction / project development phase, and the operation phase. The construction phase

⁵⁷ 9 of the 50 case studies demonstrated an environmental improvement from habitat enhancement through their projects. In the online survey 24 projects indicated they had invested in habitat conservation or creation.

⁵⁸ Awards won include: Green Apple Award for the Built Environment and Architectural Heritage; the Royal Institute of Chartered Surveyors' Sustainability Award for the East of England and the Biodiversity Sensitivity Award from the Civic Trust (all received in 2007).

⁵⁹ The exclusion of case studies from this detailed economic modelling exercise is a reflection of the absence of a full set of data, rather than an indication of lack of economic impact.

⁶⁰ The jobs figures include direct jobs at the heritage sites, and indirect jobs in the local economy that are supported by the additional expenditure of these direct jobs.

⁶¹ Gross Value Added (GVA) refers to the economic output generated by an activity or person or organisation.

generates temporary economic impacts that last for the duration of the construction period, while the operational impacts persist until the present day and are generated 'per annum' (i.e. the impact shown is generated every year going forward). The temporary construction impacts generated by each of the modelled projects is in the table below.

Table 4: temporary construction impacts.

Project	Region	Gross Jobs	Gross GVA (£ million)	Net Jobs	Net GVA (3 million)
Lightbox Woking	South East	6	0.3	3	0.1
Stockport Plaza	North West	3	0.1	2	0.1
Riverside museum, Glasgow	Scotland	95	4	60	2.6
Attenborough Nature Reserve	East Midlands	0	0	0	0
Kingsway Learning	North West	5	0.2	3	0.2
Broughton House Museum	Scotland	2	0.1	2	0.1
Total	-	111	4.7	70	3.1

The table below sets out the economic impact of the operation of the businesses and attractions supported by the HLF investment. This analysis is driven by the gross direct jobs currently occupied at each of the heritage sites. All data in the table below is additional, reflective of deadweight and displacement, and all figures are net in terms of attribution to the Heritage Grants Programme funding.

Table 5: Operational Impacts

Project	Region	HLF grant £ millions (% of total funding)	Gross Jobs	GVA Gross in £ millions	Jobs Net including multiplier	Net GVA (3 million)
Lightbox Woking	South East	1.6 (22%)	24	1.3	17	0.9
Stockport Plaza	North West	1.9 (58%)	8	0.4	6	0.3
Riverside museum, Glasgow	Scotland	21.6 (20%)	19	0.9	14	0.6
Attenborough Nature Reserve	East Midlands	0.2 (56%)	20	0.9	15	0.6
Kingsway Learning	North West	1.0 (17%)	110	4.8	80	3.5
Broughton House Museum	Scotland	1.1 (53%)	4	0.2	3	0.1
Total	-	28.5	185	8.5	135	6

5. Conclusions

5.1 Summary of programme impact

Based on the sample of 133 projects, the programme has resulted in the following outputs:

At least 16,843m² of floor space was refurbished (13.5 Olympic sized swimming pools) including iconic, landmark buildings, some within the context of wider regeneration schemes⁶²

At least 9,242m² of new spaces was created for heritage (seven Olympic sized swimming pools)⁶³

9,452 objects were purchased and 8,939 objects were conserved for heritage collections⁶⁴

Multimedia outputs were created by 66 projects, including 38 websites developed

Oral histories were produced by 38 projects

1,320 hectares of habitats (1,100 football pitches) were conserved / created⁶⁵

If outputs are scaled up for the wider population of 1,041 completed projects, then the impacts realised by the HLF investment could be up to seven times greater than those listed above.⁶⁶

Based on the projects that were engaged as part of the evaluation, the following key heritage outcomes and impacts were achieved:

45 case study projects made **heritage more accessible** by increasing physical access for people with limited mobility and the wider public. The way heritage was presented was also had a positive impact on making it more accessible through better interpretation. Linked to this, 31 case study projects said they **improved heritage interpretation and explanation**.

36 case study projects **improved the condition of heritage** through the conservation of heritage buildings and collections. The future of much heritage has also been protected through the installation of environmental control measures.

21 case study projects **identified and recorded heritage** through the conservation of heritage that was previously not known about, as well as new discoveries of flora and fauna (including protected species) on heritage sites.

⁶² By 28 projects reporting data

⁶³ By 27 projects reporting data

⁶⁴ By 26 projects reporting data

⁶⁵ By 12 projects reporting data

⁶⁶ The sample of 133 projects was representative of the wider programme. However, it must be recognised that the 133 projects within the sample are largely projects that have survived over ten years and were, therefore, available to participate in the evaluation research. As such, it is possible that these projects were more successful than the wider project population. Aggregating impacts to a programme-wide level, therefore does need to be treated with a certain level of caution.

38 case study projects **captured oral histories**. These oral histories contributed to the greater understanding of heritage and complemented many of the exhibitions and activities.

Based on the projects that were engaged as part of the evaluation, the following key social outcomes and impacts were achieved:

77 projects (58%) **increased involvement in heritage** due to sustained increased visitor numbers (over five years) and sites acting as cultural hubs in their communities.

60 projects (46%) **led to volunteering growth** due to sustained increased volunteer numbers (over five years).

59 projects (45%) **delivered training** covering heritage management and education.

31 case study projects **increased enjoyment of heritage** by presenting heritage in new ways and investing in visitor facilities. Of the projects with a TripAdvisor page, the average rating was 4.5 out of 5 stars⁶⁷ and 74% of these (51 projects) hold a current Certificate of Excellence.⁶⁸

38 case study projects **improved knowledge of heritage** by making heritage more accessible, delivering activity programmes (sometimes for target groups); and creating displays and multimedia outputs.

Based on the projects that were engaged as part of the evaluation, the following key economic / community outcomes and impacts were achieved:

64 projects (60%) **created new jobs** located on heritage sites.

For the **six case studies** for which economic impacts were modelled, **net GVA of £8.4m and 135 direct / indirect jobs is generated annually**. Over the last 10 years, this equates to £84m GVA across just six projects. In addition, there were temporary economic benefits during the construction phases of net GVA of £3.1m and 70 net jobs.

11 projects had a **transformative impact on the community**, making it a more attractive place to live, work and visit.

22 case study projects **created new community assets** which now host community-led activities and support community cohesion.

18 case study projects **widened the appreciation of heritage** by increasing participation beyond 'traditional' heritage audiences.

Nine case study projects reported an **uplift in visitor expenditure** because of HLF's investment.

⁶⁷ 69 projects had TripAdvisor review pages as of March 2017.

⁶⁸ Certificates of Excellence valid as of March 2017.

33 projects demonstrated **environmental improvement** from habitat enhancement.

5.2 Legacy and sustainability of impacts

In terms of the legacy and sustainability of impacts, the following evidence was observed:

Employment and skills:

Indications from 60 projects show that many of the jobs created were sustained for at least five years and many up until 2017⁶⁹. Many of the new jobs created resulted from new visitor centres or new commercial operations, such as cafes and entertainment venues. The jobs that were less likely to have been sustained over the longer term included curatorial, collection management and archiving jobs.

Many of the case studies which developed and delivered training through the project continued to deliver the training in 2017 (albeit in revised formats). For example, conservator training and visitor workshops.

Heritage better looked after and managed:

The programme considerably improved the condition and long term sustainability of many heritage assets, which reflects the focus of project outcomes.

Heritage buildings have been refurbished to a high quality, which will secure heritage assets into the future and ensure physical access to heritage sites for the public.

The environmental management regimes of buildings and collections has been improved through some projects.

Regeneration and investment:

A fifth of the case study projects⁷⁰ described how they have had a lasting transformative impact on their local area.

The refurbishment and creation of landmark heritage buildings has helped to lift the public realm in towns and cities. These buildings contribute and add to local character and distinctiveness, helping to make the surrounding area a more attractive place to live, work, and visit.

Community and voluntary sector capacity:

Sustained volunteering growth over several years has been evidenced by almost half of the projects participating in the evaluation research.⁷¹

⁶⁹ 33 of the 50 projects which took part as case studies created new jobs or safeguarded existing jobs and 29 of these were sustained until 2017. For the online survey projects, there was sustained employment growth after five years, with a third of projects (31) reporting employment growth, while only seven projects responding to the online survey reported a decrease in the number of people employed after five years.

⁷⁰ 10 of the 50 case study projects

⁷¹ 28 of the 50 case study projects experienced a growth in volunteering since the project completed up until 2017. 33 of the 83 online survey projects experienced a growth in volunteering after 5 years of project completion (however, 34 of projects did not provide any data on volunteer numbers, so the figure could be higher).

Several grant applicants reported that their experience with HLF helped to build their capacity in applying for future grants. For example, many of the projects felt more confident in their bid-writing skills following the completion of HLF application.⁷²

Nearly half of the case study projects⁷³ created new community infrastructure, such as meeting rooms and facilities, providing a significant legacy for their local communities.

Visitor economy:

The majority of projects reported increased visitor numbers and this growth has been sustained over the long term.⁷⁴

Indications from case study projects strongly suggest that increases in visitor expenditure are directly related to HLF funded activities.

⁷² See Down County Museum, Jurassic Coast Gallery, Manchester Victoria Baths, Monkwearmouth Station Museum and Lightbox Woking.

⁷³ 22 of 50 case study projects.

⁷⁴ 36 of the 50 case study projects demonstrated evidence of increased visitor numbers over the long term which were thought to be directly related to HLF funded activities. 44 of the 48 online survey projects that were able to provide data (of a possible 83 projects) reported increased visitor numbers over five years, although it is not known to what extent visitor number increases over the long term are directly attributable to HLF funded activities amongst the online survey projects as it was not possible to explore causality and verify data in the quantitative research exercise.

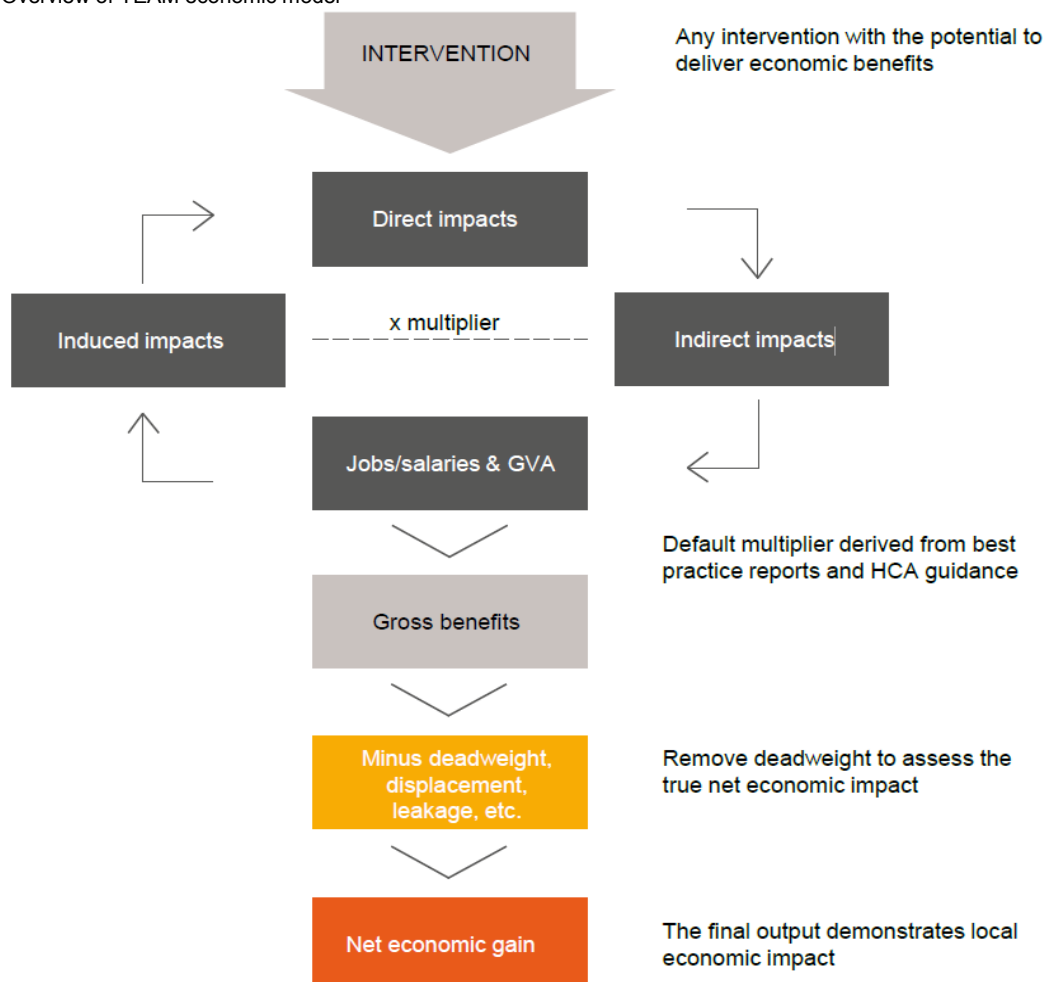
6. Appendix

6.1 Economic modelling methodology

6.1.1 Overview

To quantify the economic impact of HLF investment, economic modelling was completed for eight case studies where data was available for assessing wider economic benefits associated with the projects. Mott MacDonald's technical specialist modelling team used the Transparent Economic Assessment Model (TEAM) for this task. Data was used to map the economic footprint of these projects, to calculate direct and indirect employment, and Gross Value Added (GVA)⁷⁵ proportionate to the level of HLF funding awarded. The diagram in the figure below provides an overview of how the model works.

Overview of TEAM economic model



Source: Mott MacDonald

⁷⁵ GVA refers to the economic output generated by an activity or person or organisation.

Text-only version

Any intervention with the potential to deliver economic benefits starts a process that follows through direct impacts, indirect impacts, Jobs and salaries and GVA and then induced impacts. This can form a continual circle within the business.

When looking at the Jobs, Salaries and GVA, best practise should be considers and HCA guidance. This will mean a knock on affect to Gross Benefits. The process will help remove deadweight in order to assess the true net economic impact and provide a net economic gain. The final output demonstrates local economic impact

This summary assessment of the wider economic benefits of HLF investments, addresses the net additional impacts that are a direct result of these investments. Net additional impacts are those which are entirely new to the local economy. Translating gross to net impacts involves accounting for deadweight – the proportion of impacts that would have occurred without the intervention and for displacement – the proportion of the total impacts that are taken from elsewhere in the study area rather than being entirely new. It is the residual impact and the multiplier effect that this generates – the induced and indirect impacts that occur through additional spending and increased supply chain activity - that is referred to as the 'net additional impact'. Therefore, the economic values generated by the model represent economic impact that is entirely new to the area and is a result of the HLF investment.

6.1.2 Employment and GVA impact

To estimate the economic impact of the direct employment for each of these projects, the full time equivalent (FTE) headcount was multiplied by the average Gross Value Added (GVA) per worker per sector at a regional level. Calculations are based on 2015 data from the Office for National Statistics (ONS). This generates a value for the productivity of these jobs, demonstrating their contribution to the local economy in each area. The GVA impacts of the operation of each of these projects are 'per annum' meaning that the reported GVA impact occurs each year those jobs are occupied at that site.

A standard composite multiplier, in line with Homes and Communities (HCA) Additionality Guide (2014)⁷⁶ was applied to the gross direct employment figures to estimate the impacts of the supply chain and the expenditure of those employees in their local economy (indirect and induced effects).

Deadweight and displacement values were then applied (based on official additionality guidance) to arrive at the net impact. This methodology values the permanent jobs created by these projects and the wider economic impacts (in this case the GVA as well as the indirect and induced effect) on the local economies of these case study areas.

6.1.3 Construction impacts

The short-term construction impacts were estimated based on data from ONS on the amount of capital expenditure required to produce one FTE job. The resulting job

⁷⁶ Homes and Community Agency (2014) Additionality Guide. This guide explains how to assess the additional impact of local economic growth and housing interventions. [UK Government Additionality guide](#) [accessed 13th April 2017].

figures were then applied to standard GVA per worker by sector and by region to generate total GVA produced by those temporary construction jobs. The standard multiplier was then applied to model supply chain and spending-induced impacts. Please note, these impacts only last for the duration of the construction phase, this includes the GVA impact.

Visitor impacts

Data from Visit Britain's 'GB Tourism Survey 2015'⁷⁷ was used to generate the spend per visitor data. These figures were then applied to the reported change in visitor numbers for the eight case study projects. Deadweight was then applied (25% in line with the HCA additionality Guide 2014) to account for impact that would have occurred irrespective of HLF investment. In each case study, a proportion of the impact was attributed to the project based on local intelligence and insights. For example, in Glasgow, given the number of other tourist attractions and heritage projects, a smaller proportion of the impact was attributed to the Riverside Museum, Glasgow. Research from Deloitte and Oxford Economics found that, across the UK, one FTE job is produced in the tourism sector for every £54,000 spent by tourists. This figure is applied to model the potential job impacts from the increased tourism spending.

6.1.4 Limitations of economic modelling

It is worth noting that economic modelling is not an exact science but a judgement, based on the experience of the researchers and local intelligence. It is also worth noting that data on average visitor spend includes overnight visitors who spend more, due to the need for hotels and transportation, which can skew the impact significantly. More research would be required for each of these projects individually to better understand the profile of its visitors to derive more tailored and detailed assumptions on average spend.

⁷⁷ [Visit Britain GB tourism survey 2015 overview](#) [accessed 10th April 2017].