



Resilient Heritage £10,000 - £250,000

Notes on completion

Summary

Name of your Organisation

Pennine Heritage Limited

Project title

In no more than 15 words, please choose a title which you think best describes your project. This will be seen externally, on our website and by our decision takers so please ensure that you choose a title that you are happy for a wide range of people to see.

Pennine Heritage Resilient Future

Reference number

RH-18-00986

Project summary

In no more than 200 words, summarise your project. We will use this text to tell people about your project, including our decision takers who will see your description as part of the assessment process.

The project will enable us to develop and deliver plans and strategies to secure the future of our key heritage assets; namely the grade II listed Birchcliffe Chapel and the Pennine Heritage Digital Archive. It will focus on deploying those assets to diversify and boost the Charity's income, build greater public awareness of the heritage of the Upper Calder Valley and the wider South Pennines and increase community participation in the work of Pennine Heritage. These priorities reflect the findings from our recent Resilience Strength Check. The project will deliver the following outcomes:

A business plan which will refresh our governance, diversify and increase our income generation, raise the profile of Pennine Heritage through an effective marketing strategy, and strengthen community participation.

A comprehensive conditions survey of the building and initial planning to inform a longer term capital refurbishment programme

A building conservation manual tailored to the Birchcliffe Centre for Trustees and Volunteers to inform ongoing maintenance and conservation action.

The recruitment and mentoring of new Volunteers to ensure the continuity of the work of the Digital Archive including the addition of negatives of great historic value and the preparation of a major exhibition to be held in 2020.

Have you received any advice from us before making your application?

Yes

Please tell us who you received advice from.

Helen Peacock, HLF Development Officer, Yorks and Humber

Is this your first application to the Heritage Lottery Fund?

No

Please tell us the reference number and project title of your most recent application.

Pennine Horizons. Ref.No. HG-08-18493

Section one: Your organisation**1a Address of your organisation:**

Address line 1	Birchcliffe Centre
Address line 2	Chapel Avenue
Address line 3	
Town / city	Hebden Bridge
County	West Yorkshire
Postcode	HX7 8DG

1b Is the address of your project the same as the address in 1a?

Yes

Local Authority within which the project will take place

Calderdale

Constituency within which the project will take place

Calder Valley

1c Details of main contact person**Name**

Stephen Boyle

Position

Vice Chair

Is the address of the main contact person the same as the address in 1a?

Yes

Daytime phone number, including area code

01422 882546

Alternative phone number

07952 857828

Email address

stevieb2211@hotmail.co.uk

1d Describe your organisation's main purpose and regular activities

The main purpose of Pennine Heritage is to make a leading contribution to the conservation, celebration and understanding of the nationally significant heritage of the Upper Calder Valley and the wider South Pennines. We look after the Birchcliffe Centre, a Grade II listed former Baptist Chapel and Sunday School; and manage its use for a range of heritage based activities. These include a photographic archive of over 30,000 images covering the period from the 1860s onwards; the archives and activities of the Hebden Bridge Local History Society and The Pennine Way Association and an ongoing events programme in our main hall (recent highlights include Indian Dance, Woodland Archaeology and a Hebden Bridge Arts Festival photographic exhibition). The Centre also provides workspace for 14 community enterprises and hostel accommodation for visitors to Hebden Bridge and the Calder Valley in the former Sunday school building. This provides the main source of income to the charity at present, funding its work including the employment of a small team of part time staff at the Birchcliffe Centre. We work with other organisations in the South Pennines, including Pennine Prospects, Hebden Bridge Town Council and Calderdale Community Foundation to promote initiatives such as the creation of a South Pennines Regional Park and other joint working to advance the conservation, recording and appreciation of the heritage of the South Pennines. We have a board of 8 Trustees, 2 part time staff and a strong team of over 20 volunteers who help to manage staff, support the operation of the Centre and its programme and oversee the ongoing development of the Pennine Heritage Digital Photographic Archive and its web site. Over the past 5 years the charity has made important progress in a number of areas. 2 new active trustees have been recruited and we have installed a new green energy ground source heating system. This has made the entire building usable all year round and as a result we have increased our main hall lettings income by 50% and all our community enterprise workspaces are now let.

1e The legal status of your organisation**Please select one of the following:**

Organisation not in the public sector

Please select one of the following:

Community or voluntary group

Describe the size and staff structure of your organisation, your governing body and your financial situation.

The Charity is overseen by a Council of Management composed of the Trustees of the Charity which meets quarterly; day to day operations are managed by the Executive Committee which has a joint membership of Trustees and Volunteers and which meets monthly. We have 2 part time members of staff, an administrator and a premises caretaker/cleaner. Our running costs are met from income derived from workspace rents, hall lettings and a lease on our hostel to a third party provider. We are able to accrue a small surplus to invest in ongoing maintenance and urgent repairs to our building. Increasingly the more significant backlog of renewal of gradually deteriorating structural fabric is beyond our current means to fund. We currently have a loan from the Triodos Bank of £180000 which paid for our new ground source leading system. We are able to cover our agreed repayments from our existing income.

If applicable, how many board members does your organisation have?

8

How much did your organisation spend in the last financial year?

89742

What level of unrestricted funds is there in your organisation's reserves?

£61000; please note that up to £50000 of this amount is earmarked towards the cost of match funding a capital bid to secure the future of the building.

If your organisation is any of the following, please provide the information shown.

Company - give registration number

01445673

Registered Charity in England, Scotland or Wales - give registration number

509974

Charity recognised by HM Revenue and Customs in Northern Ireland - give reference number**1f Will your project be delivered by a partnership?**

No

1g Are you VAT registered?

Yes

Please provide your VAT number

333457364

Section two: The heritage

In this section, tell us about the heritage your project focuses on and why it is valued.

2a What is the heritage your project focuses on?

The project focuses on our two major heritage assets. Firstly we own a grade II listed former Baptist Chapel which is now the Birchcliffe Centre and the home of Pennine Heritage. The Chapel was built in 1898 in the neo-classical style and is the last of three such Baptist places of worship in this neighbourhood dating back to the mid 1700s and forming an important component of the Non-conformist heritage of the Upper Calder Valley and the origins of the Baptist tradition. Secondly we look after the Pennine Heritage Digital Archive. The development of this asset, from a series of separate historic portfolios into a collection of over 30,000 photographic images, now largely digitised and published on the archive's website, was supported by a grant from the Heritage Lottery Fund under the Pennine Horizons Project. The Archive has recently been significantly enhanced by the discovery of an important cache of unprinted negatives from the Alice Longstaff Collection, one of its constituent photographic portfolios.

These heritage assets are important to a wide range of local organisations as the location of activity for Pennine Heritage volunteers, the Local History Society, the Hebden Bridge School, local community enterprises, educational, cultural and environmental groups using the main hall and hundred's of visitors to exhibitions and the Archive collections. The hostel accommodation is the only offer of its kind in the town and attracts visitors, walkers, and conference groups using the Main Hall at the Birchcliffe Centre.

The Archive is perhaps our most important area of wider community involvement. It is important firstly to the dedicated volunteers who work on it and then to local people and visitors who want to see the collections in full or want hard copies of particular images; and to outside bodies who use the images for illustration or publicity purposes. We have also delivered the 'Memory Makers' outreach work with local elderly residents in day centres and residential settings. This provides a two way benefit of social contact and personal reminiscence for older people and the insight of local people who have valuable memories of the recent past life of our area of focus. We have also recently begun a partnership with Calder High School so that students can use photography to record their own experiences inspired by older images from their parents and grandparents generations. With the recent discovery of the Alice Longstaff negatives, the Archive has attracted much wider attention as the source of a unique insight into early and mid 20th century life in a Pennine mill town. These images, lauded by the well known photographer, Martin Parr, will form part of a major photographic exhibition in 2020 and are currently being incorporated into the Digital Archive.

2b Is your heritage considered to be at risk?

Yes

Please provide information on why your heritage is considered to be at risk and in what way.

Our heritage is at risk and this is why we need support to address the challenges we face in protecting and conserving both our listed building and the Digital Archive.

The building is 120 years old and the external fabric is beginning to deteriorate allowing water to penetrate into internal plasterwork and timbers causing increasing damage. An initial assessment of the whole site estimates a backlog of work required at a cost of £650,000. Important internal features of the building including mosaics, stucco work and high quality stained glass are also at risk from wear, slumping and regrettably a small amount of vandalism. This why a key element of our project aims to give us a professionally informed detailed conditions survey and plan of action to inform future capital works. We also want to equip our Trustees, Staff and Volunteers with a better level of understanding of the management of such an historic and listed building and a practical user friendly conservation manual, tailored to the specific challenges of the Birchcliffe Centre.

The risks facing our Archive are less challenging but real enough. The skilled and experienced Trustees and Volunteers who have developed it are now ageing and looking to stand down in the near future. Only this month we learned that our archive lead, Mr Frank Woolrych is seriously ill. There are potential replacements, but we need to support them with mentoring to achieve the technical archiving standards gained by the existing team. We also need funding to augment the Archive with new material including the Alice Longstaff negatives; and focus greater attention on publicising and promoting the Archive through a major exhibition.

2c Does your project involve work to physical heritage, such as buildings, collections, landscapes or habitats?

No

2d Does your project involve the acquisition of a building, land or heritage items?

No

Section three: Your project

In this section, tell us about your project. Make sure you include all your planned activities, and capital works if applicable.

3a Project plan

You must submit a Project Plan as part of your application; this is where you can provide us with information on what your project will do. Please read the programme application guidance for more information.

You will need to create your own project plan and attach it as a supporting document at the end of this form. A template document can also be found on the HLF website.

3b Explain what need and opportunity your project will address

Our key need is to secure the long term future of our main heritage assets. A recent survey indicates that there is a risk of serious deterioration to our listed building if we do not secure the resources to carry out major repairs and refurbishment. This is a major challenge for the charity and we would greatly benefit from professional advice and knowledge to enable us to formulate an initial plan for capital works. Our Digital Archive also faces a challenge in renewing volunteer capacity to provide a succession strategy for existing older volunteer leadership. We want to provide support and mentoring for new volunteers and resources to enable them to incorporate new exciting material into the archive and deliver a major exhibition in 2019. We believe we have a major opportunity to improve on our facilities management, particularly our hospitality and conferencing offer, but we need professional advice and guidance to develop appropriate new plans and an effective marketing strategy, to deliver our ambitions. There is also the opportunity to provide a greater heritage offer to the wider community and to visitors to the Calder Valley by developing our assets and promoting them more effectively.

Underpinning all of these is the need to review our existing governance and management arrangements and ensure that we have the right structures and plans in place to achieve our main goals. Advice, guidance and training in marketing our assets effectively, diversifying income streams and strengthening our fundraising capacity are all key to our long term financial sustainability. We believe this means an expert analysis of our current operations by an independent consultant/s with a view to producing a new Business Plan for the Charity that will address governance, facilities management, marketing and community engagement, income diversification and fundraising.

Our recent Resilient Heritage Strength Checker Report (attached), the need for:

External support to strengthen sustainability

The review and strengthening of our approach to market opportunities

The updating of strategy and plans as an important priority

The need to strengthen expertise and capacity for asset development, management and restoration through the development of an action plan.

3c What work and/or consultation have you undertaken to prepare for this project?

The key triggers for our project have been the results of a recent overview survey of our building, an unsuccessful application for capital funds and the consequent guidance we received from our HLF contact regarding the Resilient Heritage Programme. This led us to complete the Resilient Heritage Strength Checker. Much of the content of our application and the options we have proposed for securing greater sustainability, arise from the recommendations in the Strength Checker report. The Trustees have discussed and agreed the need for a review of our operations and the strengthening of our capacity in view of the challenges we face. We have sounded out visitors and users of the Centre to understand their views. Feedback shows strong interest in the archive and surprise at the facilities available at and the historic character of our building, indicating the need to do more to protect its future and promote a wider awareness of the heritage opportunities we offer. But we want to be clear that the main impetus for this project arises from our growing awareness of the longer term challenges we face and a fundamental desire to achieve a financially sustainable future for our assets and the wider promotion of the remarkable heritage we champion.

3d What outcomes will your project achieve?

The project will achieve the following outcomes:

For Heritage we will improve our management capacity through the development and implementation of a new Business Plan addressing the management, maintenance and development of our assets and the strengthening of our financial position. We will strengthen our team through the recruitment of new trustees and volunteers.

For People we will involve all our existing Trustees, Staff and Volunteers in the process of developing our new Business Plan. This will include training and mentoring in marketing, fundraising and facilities management. Towards the end of the project, we will agree a new team structure for the Charity with defined roles and responsibilities. We will also produce a Conservation Manual for the Birchcliffe Centre through guided participatory learning.

For Communities the project will improve our capacity to manage the significant heritage assets we hold in trust for them and our ability to protect their long term future. We will improve our governance and human resources through the training and development work we propose refreshing and adding to our existing knowledge and skills base. We will manage the change we expect is needed to achieve these goals. We will create new management resources in our Business Plan, Capital Programme Plan and Conservation Guidance manual. We will recruit new volunteers and trustees and widen and diversify community interest and involvement through targeted promotion activity, beginning with our proposed major exhibition in 2020.

3e What are the main groups of people that will benefit from your project?

There are several sets of beneficiaries. Firstly the Pennine Heritage team of trustees, staff and volunteers who will benefit from the learning and development of new management resources arising from the project. Secondly there are the users of the Birchcliffe Centre, including local heritage groups, educational and cultural groups and community enterprises and the wider community who use the Centre, particularly the main hall for events, exhibitions, conferences and celebrations. They will benefit from our improved ability to manage and fund the long term future of the Centre and the Archive. Thirdly there is the wider community we support through outreach programmes like Memory Makers. By securing the future of the archive and promoting awareness through our planned exhibition, we will widen access and engage a broader and more diverse audience. Most importantly we want to increase the level of active community involvement in the life of the centre and its heritage assets. This will be a key aim in developing our new Business Plan.

We need to understand the range of audiences that you are planning to attract with your project. We use this information to assess your plans for your project - we do not prioritise projects for any particular group. We also use the information to report on the benefits of our funding and to help decide what action we will take to overcome barriers to involving people with heritage.

If your project aims to benefit a wide range of people and is not specifically targeted at any particular group, tick this box

✓

3f How many people will be trained as part of your project, if applicable?

10

3g How many volunteers do you expect will contribute personally to your project?

10.

3h How many full-time equivalent posts will you create to deliver your project?**3i How are you planning to promote and acknowledge National Lottery players' contribution to your project through HLF funding?**

The project will publicise the NL funding contribution in a variety of ways: through the Pennine Heritage and Digital Archive websites; through the local media we work with, including the Valley Life Magazine which covers the whole of the Calder Valley and local social media sites such as Hebweb; through our outreach programmes with the elderly and local schools; through our contact with users, tenants and visitors to the Centre and guests at the hostel; and finally through clear acknowledgement as a key funder during our proposed exhibition of Alice Longstaff's newly discovered images in 2020. On the basis of enthusiastic feedback from leading photographers such as Martin Parr and major galleries like the Whitworth in Manchester, it is clear that the exhibition will attract national and very possibly international interest offering the HLF a very positive publicity opportunity.

Section four: Managing your project

In this section, tell us how you will deliver your project.

4a How will your project be managed?

The project will be overseen by the chair (project owner) of the charity. The chair is a former civil servant employed in property valuation and an experienced third sector leader in three local heritage and environmental voluntary groups. The building strand will be overseen by the vice chair who is a former local government officer with 30 years experience in housing and regeneration including the management of major social, economic and housing programmes. We now also have the involvement a recently recruited volunteer who is an experienced cultural industries and heritage professional, he will lead the business planning strand. With the addition of expertise to lead the Archive strand, altogether there will be a project team of 6, including trustees and volunteers, assisted by allocated administrative support. Expert knowledge and guidance will be provided by the professional support funded through the project. We will seek to engage a lead consultant to help co-ordinate the individual elements of the business planning process and produce the final draft Plan. For this purpose we would appreciate advice from the HLF team on suitably qualified candidates to approach. We will engage an independent project evaluator to work with the project team and produce a final evaluation report.

4b Tell us about any outside advice you have received or will receive to help you manage your project.

We have received advice from 3 qualified professionals in relation to the challenges facing our building, covering urgent deterioration, potential structural failure and a technical structural engineering assessment for which we await further advice. These inputs form the basis of the proposal in the project application to build our capacity to prepare and deliver a major capital programme to secure the long term future of the building and the wide ranging programme of heritage and cultural opportunities it provides to local groups and the wider community. More recently we have been offered the support and advice (and involvement as a member of the project team) of a leading cultural industries professional.

4c When do you expect your project to start and finish?

Project start date

Month	February	Year	2019
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Project finish date

Month	July	Year	2019
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4d How will you evaluate the success of your project?

We will establish a basis for evaluation at the outset of the project based on two measures of success. Firstly the timely achievement of the main deliverables (Business Plan, Conservation Manual, Capital Works Feasibility, Volunteers and Trustees recruited and trained, secured status of the 2020 exhibition) and secondly the impact of the Business Plan on the profile of Pennine Heritage, increased use of the centre, increased income and new funds secured particularly in relation to the refurbishment of the building. The project team will have responsibility for evaluation during and at the completion of the process (see project plan attached)

4e Tell us what will happen to the things that your project has produced after the funding ends.

The business and capital programme planning products delivered by the project will guide the governance and operations of the charity following the completion of the project. The Conservation Guidance manual will provide all trustees, staff and volunteers with a valuable reference for planning, routine maintenance and the correct use of techniques and materials employed in voluntary and contracted works to the building. It will be kept up to date in relation to future regulatory and technical changes. The 2020 exhibition will be accompanied by a book for sale in which HLF support will be clearly acknowledged.

4f If your project involves conservation of an item, land or property, tell us how you will maintain it so that people can continue to experience and enjoy it after the funding ends.

The project will not involve any direct physical conservation activity but we aim to improve our conservation knowledge and skills to improve our stewardship of the listed building.

Section five: Project costs**5a In this section, tell us how much it will cost to deliver your project.**

There is a limit of 20 words per 'description' section when completing the cost tables. If you need to provide a more detailed explanation and breakdown of your costs there is a facility at the end of the application form to upload supporting documents.

Cost Heading	Description	How much (£)	Non recoverable VAT	Total (£)
Professional Fees	Mentor, Governance Adviser and Business Plan Writer:			
Professional Fees	Facilities Management, Rents and Lettings:			
Professional Fees	Marketing and Engagement:			
Professional Fees	Building Surveys and Technical Reports			
Professional Fees	Capital Programme Strategy			
Training for volunteers	Fundraising:			
Travel for volunteers	Good Practice Study Visits			
Expenses for volunteers	Good Practice Study Visits			
Cost of producing learning materials	Birchcliffe Conservation Manual			
Equipment and materials	Exhibition Preparation			
Other	Secure Physical and Digital Storage Capacity for Photographic Archive			
Evaluation	Production of project evaluation report			
Contingency	@ 5% to nearest £100			
Inflation	@ 3% to nearest £100			
Total				

5b Project income

Please note that HLF rounds all grant requests down to the nearest £100. With this in mind, please make sure that the total project income exactly matches the total of your project costs or the system will not allow you to proceed.

Source of funding	Description	Secured?	Value
Cash	Contribution from Pennine Heritage	Yes	3000
HLF grant request			39400
Total			42400

5c Financial summary

Total project costs		42,400
Total project income		3,000
HLF grant request		39,400
HLF grant %		93

5d Are there any non-cash contributions or volunteer time to help carry out your project?

Description of non-cash contributions	Estimated value (£)
Accommodation for project meetings, training and activities	1,000
digital and communications infrastructure	500
Total	1,500

Description of volunteers' task	Number of days	£ per day (as per our guidance)	Estimated value (£)
Project Management	40	150	6,000
Training, Archive, Exhibition Preparation	60	50	3,000
Total	100		9,000

Section six: Additional information and declaration

This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents.

If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.

If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.

- ✓ If you are based outside Northern Ireland and your organisation represents the interests of a wide range of people and not any particular group, mark this box only.

Declaration

a) Terms of Grant

You must read the standard terms of grant for this programme on our website.

By completing this Declaration, you are confirming that your organisation accepts these terms. For partnership projects, all partners must confirm that they accept the standard terms of grant by adding a contact at the end of the declaration.

b) Freedom of Information and Data Protection

We are committed to being as open as possible. This includes being clear about how we assess and make decisions on our grants and how we will use your application form and other documents you give us. As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000.

When you complete the Declaration at the end of the application form, you are confirming that you understand the Heritage Lottery Fund's legal responsibilities under the Data Protection Act 1998 and the Freedom of Information Act 2000 and have no objection to us releasing sections 2 and 3 of the application form to anyone who asks to see them once your application has completed the assessment process. If there is any information in these sections of the form that you don't want made publicly available, please explain your reasons below:

We will take these into account when we respond to any request for access to those sections. We may also be asked to release other information contained elsewhere in the form and we will respond to these requests after taking account of your rights and expectations under the Freedom of Information Act 2000 and Data Protection Act 1998. In those cases, we will always consult you first.

The Heritage Lottery Fund will not be responsible for any loss or damage you suffer as a result of HLF meeting these responsibilities.

When you complete the Declaration you also agree that we will use this application form and the other information you give us, including any personal information covered by the Data Protection Act 1998, for the following purposes:

- To decide whether to give you a grant.
- To provide copies to other individuals or organisations who are helping us to assess, monitor and evaluate grants.
- To share information with organisations and individuals working with us with a legitimate interest in Lottery applications and grants or specific funding programmes.
- To hold in a database and use for statistical purposes.
- If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of the grant and the activity it was for. This information may appear in our press releases, in our print and online publications, and in the publications or websites of relevant Government departments and any partner organisations who have funded the activity with us.
- If we offer you a grant, you will support our work to demonstrate the value of heritage by contributing (when asked) to publicity activities during the period we provide funding for and participating in activities to share learning, for which we may put other grantees in contact with you.

We may contact you from time to time to keep you informed about the work of the Heritage Lottery Fund

Tick this box if you do not wish to be kept informed of our work

I confirm that the organisation named on this application has given me the authority to complete this application on its behalf.

I confirm that the activity in the application falls within the purposes and legal powers of the organisation.

I confirm that the organisation has the power to accept and pay back the grant.

I confirm that if the organisation receives a grant, we will keep to the standard terms of grant, and any further terms or conditions as set out in the grant notification letter, or in any contract prepared specifically for the project.

I confirm that, as far as I know, the information in this application is true and correct.

I confirm that I agree with the above statements.

Name	Stephen Boyle
Organisation	Pennine Heritage
Position	Vice Chair
Date	10/12/2018

Are you applying on behalf of a partnership?

No

Section seven: Supporting documents

Please provide all of the documents listed unless they are not applicable to your project. You will be asked to indicate how you are sending these documents to us - as hard copy or electronically.

If you attach more than 10 documents, or if the total size of the attachments exceeds 20 megabytes, you will not be able to save or submit your form. If you have more documents or very large documents, please email them to your local HLF office.

1. Copy of your organisation's constitution (formal rules), unless you are a public organisation or registered charity. If your application is on behalf of a partnership or consortium, please refer to the programme application guidance for more information on what you need to provide.

If you have sent a copy of your governing document with a previous grant application (since April 2008) and no changes have been made to it, you do not need to send it again. Tell us the reference number of the previous application.

Already supplied

Please tell us the reference number of the previous application.

HG-08-18493

2. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed (if applicable);

Not applicable

3. Copy of your organisation's accounts for the last financial year. This does not apply to public organisations.

Electronic

4. Project Plan;

Electronic

5. Calculation of Full Cost Recovery (if applicable);

Not applicable

6. Briefs for internally and externally commissioned work;

Not applicable

7. Job descriptions for new posts;

Not applicable

8. A small selection of images that help illustrate your project. If your project involves physical heritage, please provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format.

Not applicable

9. Letters of support (no more than six)

Not applicable

10. A copy of the report from the Resilient Heritage strength checker, if you have used this tool. If you have completed other diagnostic tools or audits please include the documentation relating to these.

Electronic

Please now attach any supporting documents.

When you have completed the form click the submit button to submit the form to the server. You can view what you have entered by clicking the draft print button above.