

# UK Heritage Pulse

## The Big Think: Resilience

**September 2025**

UK Heritage Pulse is a collaborative data and insight project for the UK's heritage sector. It is operated by Baker Richards on behalf of The National Lottery Heritage Fund, Historic England, and their supporting organisations.

Find out more: [heritagepulse.insights-alliance.com](https://heritagepulse.insights-alliance.com)

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# Executive Summary

Between May and July 2025, UK Heritage Pulse conducted a three-phase study examining strategic challenges facing the UK heritage sector. Drawing on responses from 399 heritage professionals and volunteers (with 54 completing all phases), this research employed a mixed-methods approach combining scaled attitudinal measures and qualitative commentary to explore sector perspectives on three “big questions” around the topics of financial resilience, sustainability strategies, and collaborative approaches to relevance.

The questions were:

- **May:** How can we build **financial resilience** and adapt our operating models to survive ongoing financial uncertainty?
- **June:** What **bold choices** must we make about our buildings, collections, and public offer to ensure a **sustainable future**?
- **July:** How do we **work together**, across the sector and with our communities, to ensure heritage remains **relevant in people's lives**?

Each of these questions is intended to address an area which is significant to the ongoing sustainability and success of heritage in the UK. Respondents could choose to place themselves between two provocative statements on a four-point scale, and/or provide open-ended responses, enabling analysis of both consensus areas and points of division within the sector. Response patterns reveal both areas of strong professional agreement and topics where practitioners hold more nuanced or conflicted views.

The responses reveal an at times complex picture in which heritage organisations are seeking to serve or pursue multiple objectives which at times are naturally complementary, and at other times may be in tension with one another. The research in particular highlights a clear appetite for **collaboration, entrepreneurialism, and reinvention / reinterpretation**.

## Collaboration: Shared Values, Complex Practice

The research revealed a consensus on the importance of collaboration and community engagement, with more than **nine-in-ten respondents believing that sharing data, tools,**



and skills sector-wide should become standard practice, whilst 90% asserted that their work gains greater relevance when it is **co-created with their communities**.

The research reveals that heritage professionals view their **local communities as the key to both relevance and resilience**. Respondents prioritised working with local communities over aligning with broader sectors or interest groups, suggesting that they feel heritage organisations must be representative of the communities they serve.

Respondents also tended towards the view that heritage must **actively address inequality and exclusion** in how it tells stories – a desire to co-create with communities while addressing inequality and exclusion places our sector as both active voices in, and facilitators of, conversations at the centre of discussions which are seeing rising levels of politicisation and polarisation.

There is a desire to go beyond consultation, and to pursue **genuine co-creation and power-sharing**. We will return to this in future rounds of UK Heritage Pulse to explore what this looks like in practice, and The National Lottery Heritage Fund will promote case studies of successful co-creation in the coming months.

## New Ways of Working

Many respondents are open to exploring partnerships and commercial activities to support their work, but remain cautious about approaches that might compromise heritage's core mission or make it less accessible to the public. This suggests the sector is looking for creative, and potentially commercial, solutions within clear ethical boundaries.

The respondents were clearly inclined towards a view that the heritage sector's greatest potential is achieved when **it functions as a single ecosystem rather than competing entities**. The responses advocate for partnerships extending beyond traditional sector boundaries, with **support for working with commercial partners and embracing entrepreneurial thinking** as pragmatic future strategies.

## Difficult Decisions About Assets

When considering sustainability challenges, panel members demonstrate nuanced thinking about heritage. Views are roughly split on whether some heritage sites should be closed or receive reduced focus when resources are limited. This reflects genuinely different



perspectives about stewardship responsibilities - whether the priority is preserving everything we currently care for, or focusing resources more strategically on what can be sustained long-term.

## **Funding Structures**

Respondents highlight that short-term project funding may not always be the most effective way to create genuine resilience. Some advocate for funding models that support innovation and longer-term capacity building, whilst maintaining their fundamental commitment to public benefit over commercial aims.

## **Workforce Patterns**

Longitudinal tracking of the resilience of individuals and organisations shows mixed signals: stress levels have decreased to 18-month lows and organisational confidence is growing, but fewer people plan to stay with their current employers beyond 12 months. This suggests a more capable but potentially more mobile workforce, raising questions about knowledge retention and organisational stability.

## **Moving Forward**

The findings show a sector navigating significant change whilst wishing to hold firmly to core heritage values. Respondents are keen to develop collaborative and entrepreneurial approaches to balance competing demands, while maintaining the broadest possible access for all.

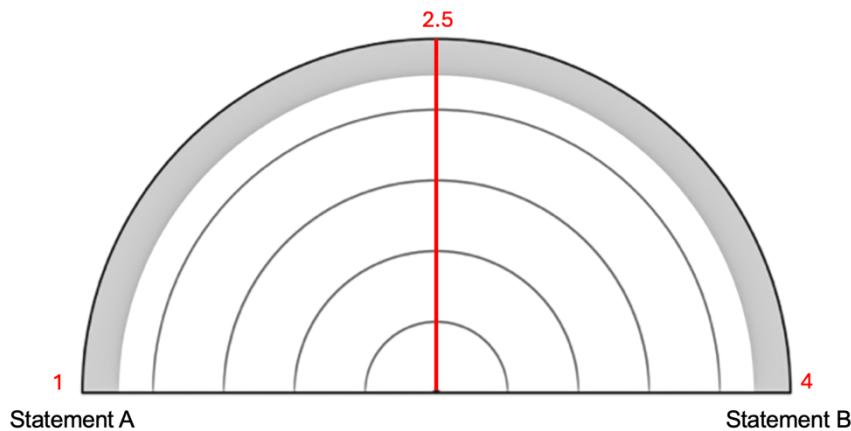
For policymakers and funders, the research highlights the need for approaches that recognise both the sector's collaborative aspirations and the practical tensions that heritage professionals face in their daily work. The data suggests heritage practitioners are increasingly confident in their capabilities whilst remaining thoughtfully divided on some strategic questions.



# A Quick Explainer

## Understanding the sentiment dials

Most respondents chose to position their views on a four-point scale between two opposing statements, so we show the overall strength of opinion for each question on a dial. We also provide a score alongside.



The dials show **Statement A** on the left, and **Statement B** on the right. The scores run from 1 (100% of respondents agree with Statement A) to 4 (100% of respondents agree with Statement B). This means:

- If the panel tend to agree with Statement A, on the left side of the dial, the score will be between 1 and 2.4
- If the panel tend to agree with Statement B, on the right hand side of the dial, the score will be between 2.6 and 4
- If the panel were exactly evenly split between the two statements, the score will be 2.5

In the appendix at the end of the report, we have published a breakdown of the percentage of respondents who chose each option, for each question.



## July: Sector-wide collaboration and relevance

July 2025 looked at working together - both across the heritage sector and with communities - to keep heritage relevant. The 126 responses painted a picture of a sector that wants to collaborate more than is currently the case.

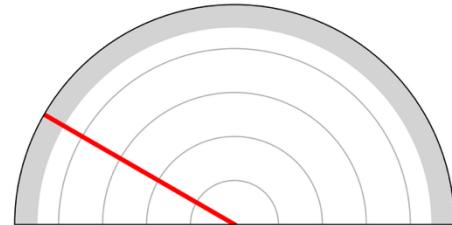
We asked respondents: **How do we work together, across the sector and with our communities, to ensure heritage remains relevant in people's lives?**

Respondents support sharing resources, data and expertise across organisations rather than competing with each other. They see community involvement as more than consultation, seeking out genuine partnership and shared decision-making. They also recognise that heritage needs to actively address inequality and exclusion, though this puts the sector at the centre of increasingly polarised debates.

[The full results can be found on the UK Heritage Pulse website.](#)

### Panel members believe the heritage sector must work more as a single ecosystem

- Sharing data, tools, and skills sector-wide should be the norm: 1.48 / 4, versus "We've worked hard to develop our assets - sharing them could harm our competitive edge."

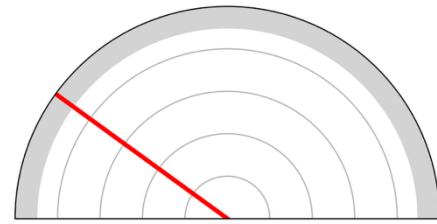


Sharing data, tools, and skills sector-wide should be the norm.

We've worked hard to develop our assets — sharing them could harm our competitive edge.



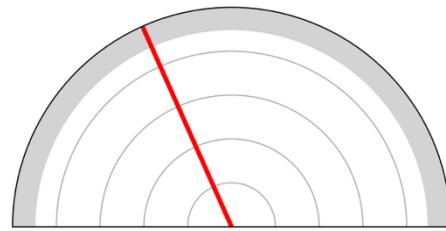
- The future of heritage depends on deeper collaboration across the sector: 1.6 / 4, versus "Collaboration is a nice-to-have - we must focus on our own organisation."



The future of heritage depends on deeper collaboration across the sector.

Collaboration is a nice-to-have — we must focus on our own organisation.

- True community partnership means sharing power, not just gathering feedback: 2.14 / 4, versus "Heritage organisations must retain final say to ensure responsible stewardship."

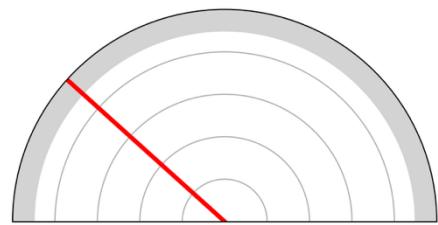


True community partnership means sharing power, not just gathering feedback.

Heritage organisations must retain final say to ensure responsible stewardship.

## Panel members believe that collaboration extends beyond the sector

- Co-creating with communities makes our work more relevant and resilient: 1.67 / 4, versus "We're the experts - too much community input can dilute quality and focus."

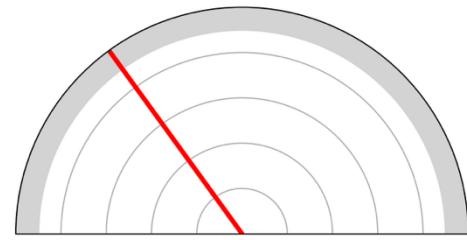


Co-creating with communities makes our work more relevant and resilient.

We're the experts — too much community input can dilute quality and focus.



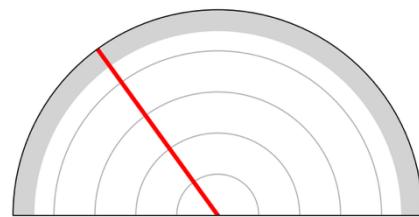
- National and local organisations need to act as one system, not in competition: 1.94 / 4, versus “Local and national heritage bodies have fundamentally different roles and should operate independently.”



National and local organisations need to act as one system, not in competition.

Local and national heritage bodies have fundamentally different roles and should operate independently.

- We must build new partnerships outside the heritage sector to stay relevant: 1.94 / 4, versus “Heritage should remain focused on its core cultural mission, not be shaped by outside agendas.”

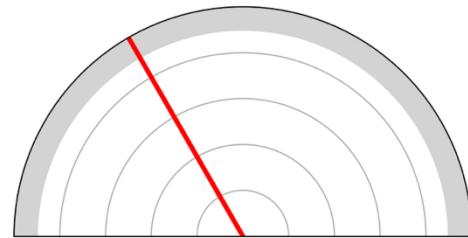


We must build new partnerships outside the heritage sector to stay relevant.

Heritage should remain focused on its core cultural mission, not be shaped by outside agendas.

## Respondents believe that inclusivity and relevance are intertwined

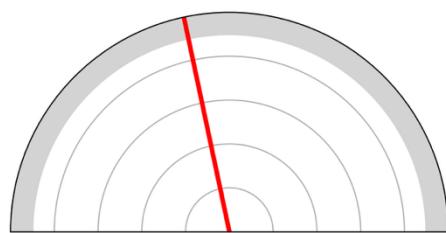
- We must actively address inequality and exclusion in how we tell stories: 2.02 / 4, versus “Our role is to preserve heritage, not to reshape it to meet social agendas.”



We must actively address inequality and exclusion in how we tell stories.

Our role is to preserve heritage, not to reshape it to meet social agendas.

- True renewal means rethinking who heritage is for and who gets to tell the story: 2.26 / 4, versus “Heritage must be protected from political or cultural interference.”



True renewal means rethinking who heritage is for and who gets to tell the story.

Heritage must be protected from political or cultural interference.



Looking at the distribution of responses, we can see an emerging preference that:

- 57% of respondents agreed heritage should challenge people, not simply reflect **current trends**, versus: Relevance means responding to what communities care about today.

## **"We should be representative of the community" – working together locally is the key to relevance**

Panel members were invited to give any additional comments. Respondents said their priority is to work with their local community, rather than aligning with sectors and interest groups, when ensuring heritage remained relevant. Comments included:

"Archives themselves must be regarded as authentic, trustworthy and free from political influence - but this does not stop archives being used to tell culturally relevant stories."

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"Collaboration and co-creation with community groups as well as isolated individuals has proved to be the core success of our work in recent years."

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"To protect heritage, we should be representative of the community where it is relevant and not leaning towards one particular sector."

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Additional responses argued that heritage needs to overcome a perception of elitism and ensure heritage assets add value to their communities to remain relevant.

together local history  
**need** organisation  
people professional  
value work funding time  
**community**  
always partnership experience

## Read more

The National Lottery Heritage Fund has produced a guide on how collaborative working helps deliver better heritage projects, which can be read at [heritagefund.org.uk/about/insight/research/how-collaboration-can-help-deliver-better-heritage-projects](http://heritagefund.org.uk/about/insight/research/how-collaboration-can-help-deliver-better-heritage-projects)





## June: Strategic Choices for Sustainability

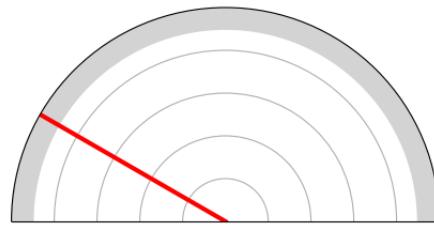
In June, we asked the panel “What bold choices must we make about our buildings, collections, and public offer to ensure a sustainable future?”. With 123 responses, this month revealed some of the most even splits between the two opposing statements.

Respondents supported reinterpreting historic spaces rather than letting them decline, but were evenly split on whether some heritage assets should be closed or transferred when no longer viable. This reflects a fundamental tension - should organisations try to keep everything going, or focus resources strategically?

The [results for this month can be found in full on the UK Heritage Pulse website](#).

### Panel members believe contemporary interpretation of heritage is required

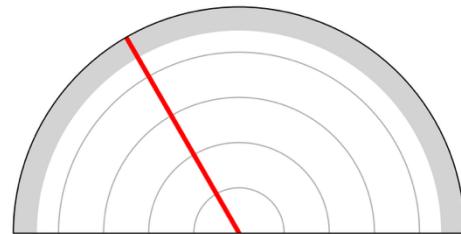
- It's better to reinterpret or repurpose historic spaces than let them fall into disuse: 1.56 / 4, versus “Altering the original use of heritage sites risks damaging their integrity.”



It's better to reinterpret or repurpose historic spaces than let them fall into disuse.

Altering the original use of heritage sites risks damaging their integrity.

- We should tailor our offer to the interests of future generations: 1.99 / 4, versus “Our offer should stay rooted in tradition, regardless of changing tastes.”

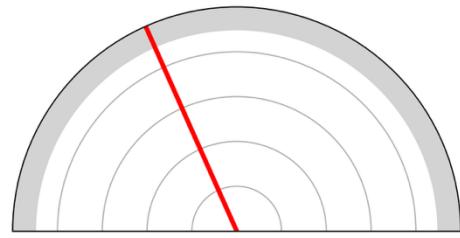


We should tailor our offer to the interests of future generations.

Our offer should stay rooted in tradition, regardless of changing tastes.



- The public offer must evolve to stay relevant, even if it challenges heritage conventions: 2.07 / 4, versus "Maintaining authenticity and tradition should be our guiding principle."

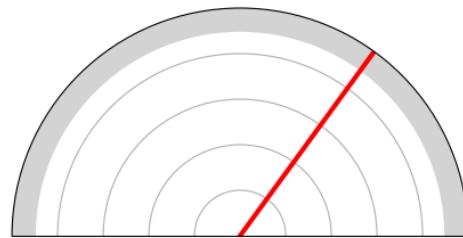


The public offer must evolve to stay relevant, even if it challenges heritage conventions.

Maintaining authenticity and tradition should be our guiding principle.

## Heritage assets are important to the panel, opinion is divided on how to prioritise effort and resources

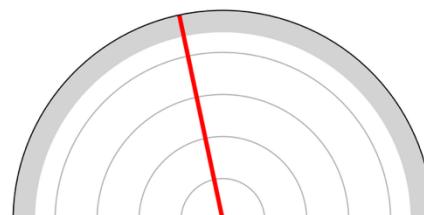
- Our strength lies in the breadth and diversity of our physical heritage: 3.11 / 4, versus "We need fewer, better-resourced sites with a clear offer."



We need fewer, better-resourced sites with a clear offer.

Our strength lies in the breadth and diversity of our physical heritage.

- If some heritage assets are no longer viable, we should consider transferring or closing them: 2.34 / 4, versus "Closure should never be on the table - we owe it to future generations to keep everything conserved and open."

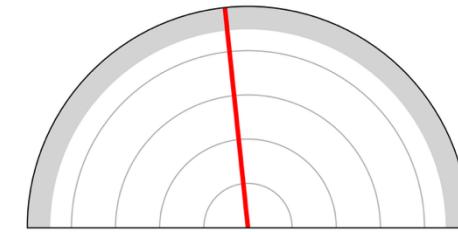


If some heritage assets are no longer viable, we should consider transferring or closing them.

Closure should never be on the table — we owe it to future generations to keep everything conserved and open.



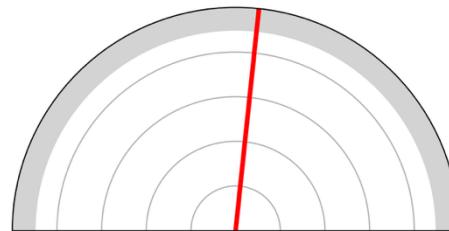
- We should prioritise what we can care for well - even if it means letting go of some assets: 2.35 / 4, versus "Every part of our collection or estate has value; we must protect it all."



We should prioritise what we can care for well — even if it means letting go of some assets.

Every part of our collection or estate has value; we must protect it all.

- Sustainability is important, but our cultural mission must come first: 2.61 / 4, versus "It's time to prioritise environmental sustainability over everything else."



It's time to prioritise environmental sustainability over everything else.

Sustainability is important, but our cultural mission must come first.

n = 123

Looking at the distribution of responses, we can see an emerging preference that:

- 54% of responses agree that professional expertise should guide what we preserve and prioritise, versus the public should help decide what we protect and invest in.
- 52% of responses agree that digitisation can be a sustainable way to increase access and reduce physical pressures, versus: Digital engagement is no substitute for real-world heritage experiences.

## **"We have a duty to preserve the past" – choices are driven by respondents' core mission**

Following the statements, panel members were invited to give any additional comments. Respondents commented that their choices to deliver sustainability were taken in the context of ensuring their sites continued to exist for future generations:



Heritage sites and buildings are only borrowed by the present for a brief time. They come with a very wide range of needs, and any intervention strategy must be respectful, compassionate and responsive.

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## **Panel members believe funding structures do not encourage sustainability**

For those that did not want to complete the statements, panel members had the opportunity to respond directly to the Big Question. Respondents' identified a tension they saw between sustainability of their heritage and their organisation – particularly in the context of the funding environment:

Do we look at sustaining the current building as is, or do we look at adapting to the climate? What about the sustainability of our organisation, can we keep relying on unreliable funding, but there is no other alternative.

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[We should] move away from a climate of short term project funding which does not create resilience, but feeds the project economy.

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public value site  
offer need decision  
building process answer  
heritage  
asset past cultural people built



## May: Immediate Survival and Adaptation

In May 2025, we asked 169 heritage professionals “How can we build financial resilience and adapt our operating models to survive ongoing financial uncertainty?”.

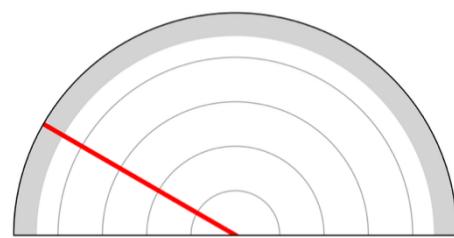
This first round revealed a strong preference towards entrepreneurial thinking, which is a topic that UK Heritage Pulse will return to explore in greater depth – there is more interest in commercial activity that does not involve charging for admission to heritage sites.

Overall there is an openness to collaborating with commercial partners, with calls for greater investment from a range of sources, alongside additional funding from established sources. On balance, respondents felt that they are limited in the efficiencies they can make to support their financial resilience.

The [results for this month can be found in full on the UK Heritage Pulse website](#).

### Panel members believe heritage needs to find new ways of operating with partners outside the sector

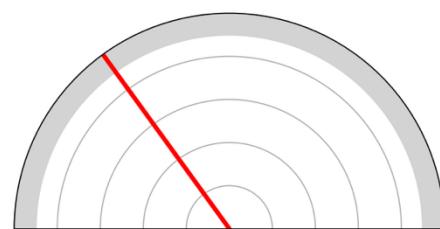
- The sector must embrace entrepreneurial thinking to survive: 1.53 / 4, versus “Business thinking has no place in heritage organisations.”



The sector must embrace entrepreneurial thinking to survive.

Business thinking has no place in heritage organisations.

- Collaborating with commercial partners is a pragmatic way to stay afloat: 1.95 / 4, versus “Commercial partnerships risk compromising our values and independence.”



Collaborating with commercial partners is a pragmatic way to stay afloat.

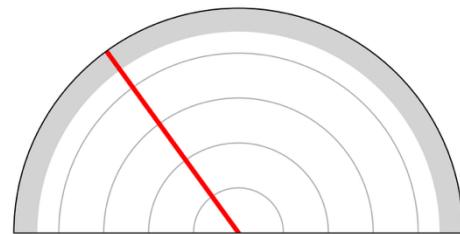
Commercial partnerships risk compromising our values and independence.

n = 169



## Respondents are keen to embrace innovative thinking, but see it as risky without supporting investment

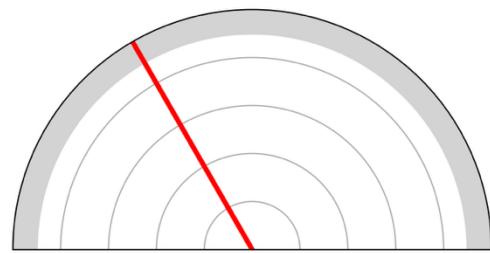
- Now is the time to invest in innovation to build long-term resilience: 1.91 / 4, versus "In a crisis, we need to stick to what we know works and minimise risk".



Now is the time to invest in innovation to build long-term resilience.

In a crisis, we need to stick to what we know works and minimise risk.

- More funding should be available to support innovation: 1.95 / 4, versus "Funding should focus on keeping existing operations going."



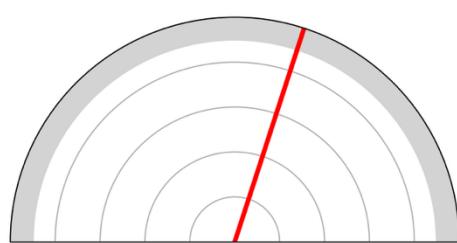
More funding should be available to support innovation

Funding should focus on keeping existing operations going.

n = 169

## Panel members recognise financial challenges, but the solution does not come at the expense of staff and visitor access

- We need to become leaner and more efficient, even if that means reducing staff or services: 2.85 / 4, versus "Cutting back too far undermines our ability to deliver on our purpose."

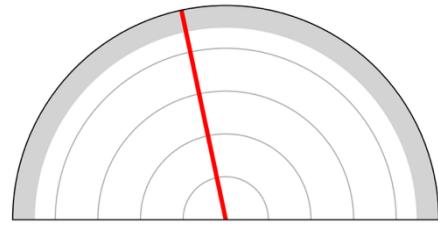


We need to become leaner and more efficient, even if that means reducing staff or services.

Cutting back too far undermines our ability to deliver on our purpose.



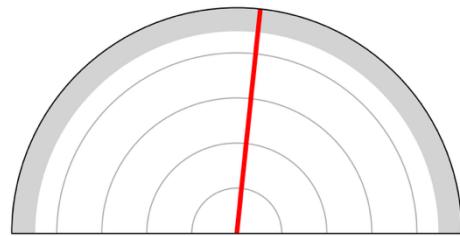
- We should focus on generating income through our buildings and assets: 2.25 / 4, versus "Our buildings and assets should primarily serve public benefit, not commercial aims."



We should focus on generating income through our buildings and assets.

Our buildings and assets should primarily serve public benefit, not commercial aims.

- Access for all must come before income generation: 2.64 / 4, versus "We should explore charging more or differently, even if it means fewer people attend."



We should explore charging more or differently, even if it means fewer people attend.

Access for all must come before income generation.

n = 169

Looking at the distribution of responses, we can also see an emerging preference that:

- 57% of respondents agreed that it's better to stay open fewer days than to overextend and risk closure, versus: Reducing our public offer will do more harm than good - we must remain fully accessible
- 54% of respondents agreed we must diversify income streams, even if it means moving beyond our traditional mission, versus: We should focus on doing fewer things better, rather than stretching ourselves too thin.



## **“It doesn't necessarily mean making money, it means a better way of doing things” – respondents' are making their organisation's income go further**

Following the statements, panel members were invited to give any additional comments. Respondents commented on the importance of extracting as much value from their income as possible, and ensuring as many visitors as possible can attend.

Examples of action taken include increasing the number volunteers enlisted and reducing running costs, while refocusing on their organisation's core offer to users.

innovation increase good  
organisation many include  
offer support  
access need activity charge  
funding income  
business

## **“Beat at the heart of the community” – panel members believe resilience starts in their locality**

For those that did not want to complete the statements, panel members had the opportunity to respond directly to the Big Question.

Almost half of respondents raised concerns around raising enough income for their organisation. They expressed frustrations with the current model of fundraising, particularly the secondary costs incurred when raising money:

income small people  
funding grant community local  
charity heritage need make fund  
cost organisation work



It sounds silly but we cannot afford the cost of fundraising. It means paying a fundraiser to do the job and even with the help of volunteers all the funds that are raised do is pay the cost of the fundraiser.

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Currently, as a sector, all too often we separate "income generation" and "fundraising", with one being seen as being driven by commercial aims and with a potentially negative alliance with an organisation's values.

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Diversification of funding makes for greater resilience, but only where managing that diversity falls within the organisation's capacity and doesn't undermine its mission and vision.

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In addition, panellists were also concerned about facing income challenges, while adapting to an ongoing shift in visitor habits:

Funding and funders need to understand the most important factor in building stability is time. Organisations need time to evolve - we are trying to understand and adapt to a major culture shift in society. It's complex and rapidly evolving.

---

In spite of these challenges, panel members shared they had successfully built the resilience of their organisations by focussing on why their organisation existed, and the local users who benefit:

Small charities beat at the heart of our community. They are concerned with people and places at a local level. They have local community knowledge and they arise because a problem is not being addressed.

---

We need to develop people first strategies that support long-term people focused operations and outcome.

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# Pulse Monitor: A sector health check

With each round of UK Heritage Pulse, we invite respondents to answer a series of questions we call **Pulse Monitor**. Pulse Monitor is a monthly health check on the heritage sector, measuring its resilience, confidence and ambition – as organisations, and as people.

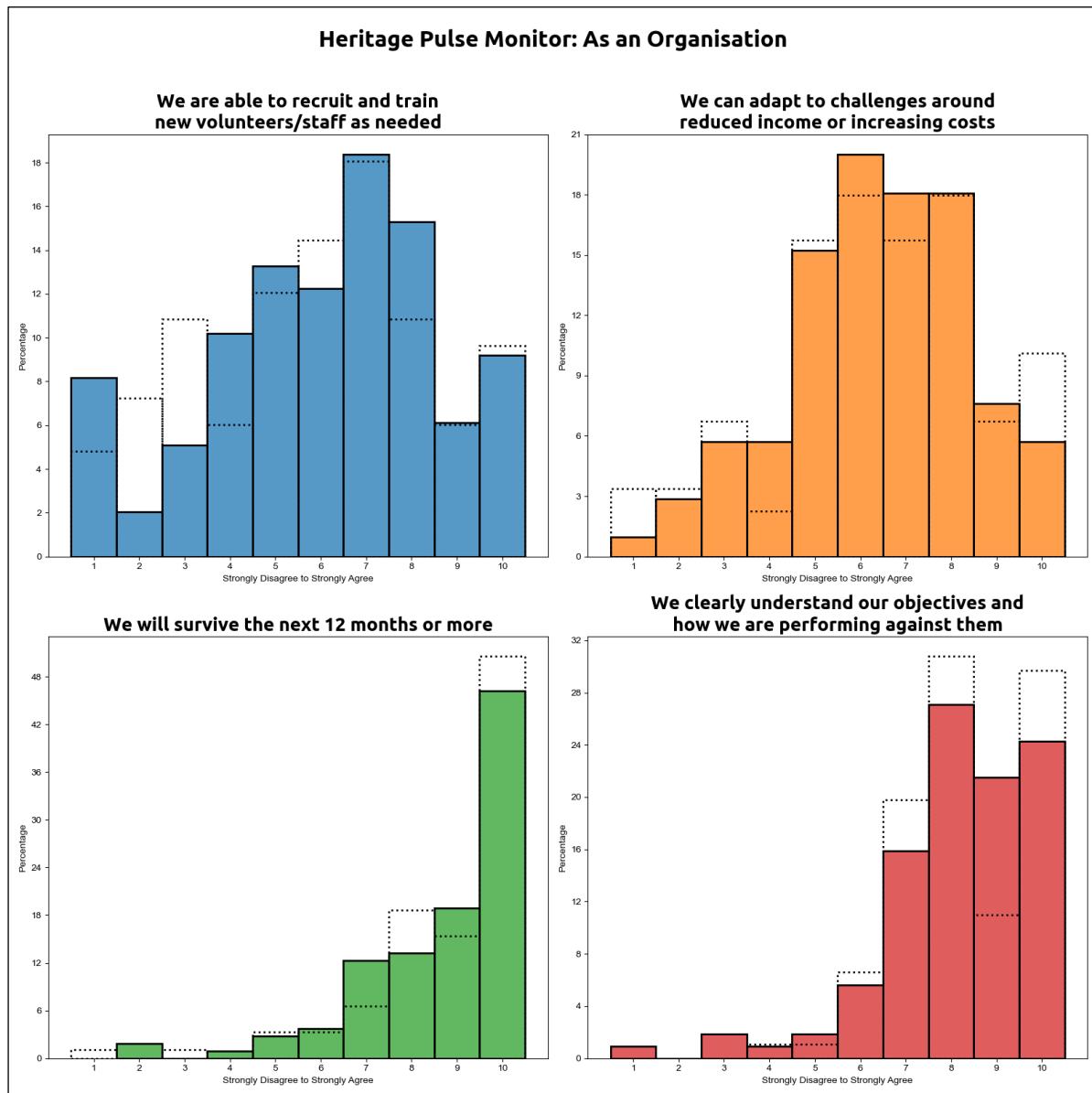
## Confidence when facing organisational challenges continues to grow



As summer ended, the panel were increasingly confident when facing organisational challenges. Understanding of objectives and performance increased again to 7.7 / 10, and panel members' ability to recruit new staff and volunteers increased to 6.1 / 10. These are the highest scores in Heritage Pulse for these measures.



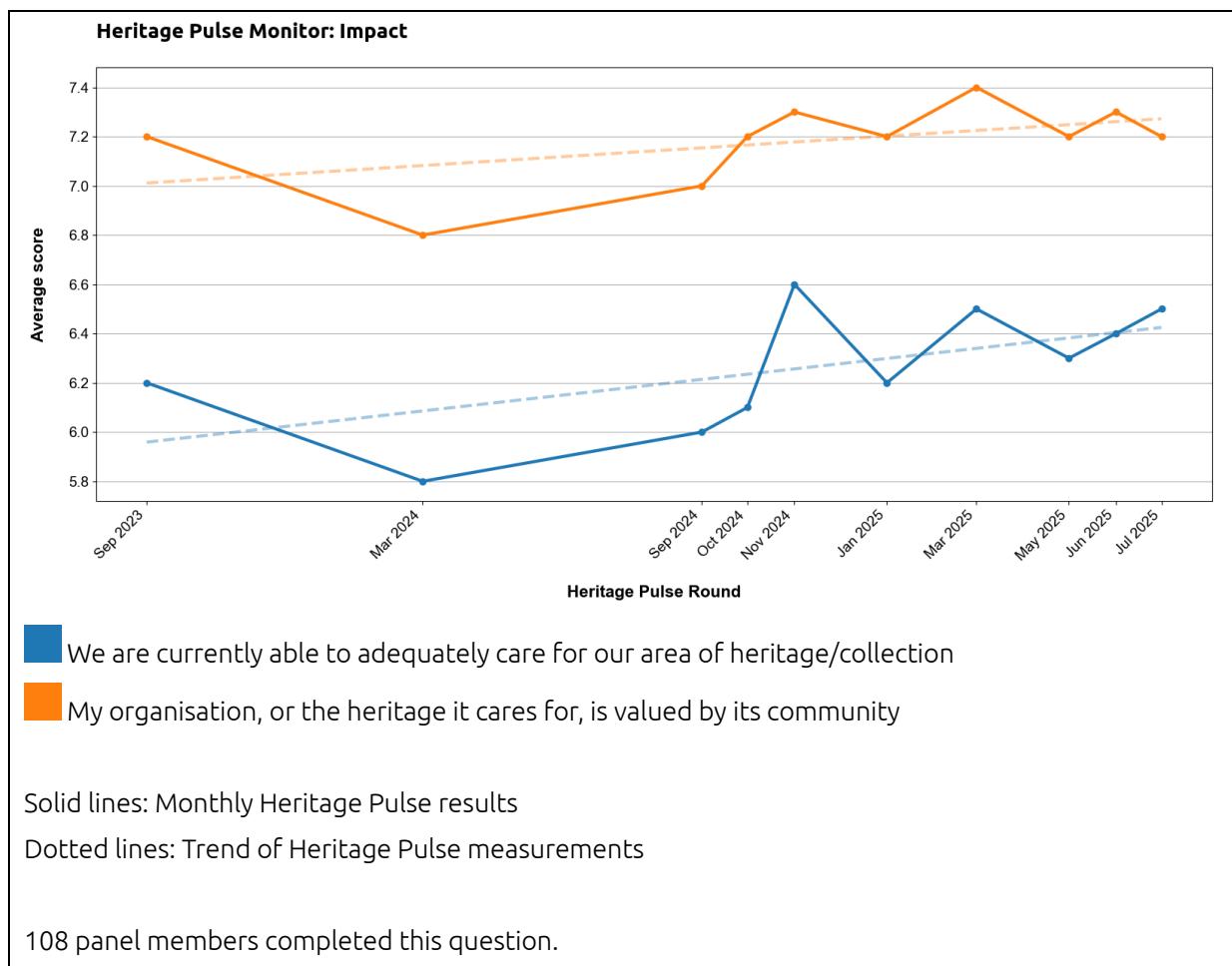
Over the course of the spring and summer surveys, panel members' ability to adapt to changing circumstances remained static at 6.2 / 10.



While panel members are less confident that they will survive the next 12 months or more, over half of respondents scored 9 or 10 / 10 for this measure. The narrowest distribution of responses amongst the panel was on the understanding and performance of objectives, with responses clustered towards 'Strongly Agree'.



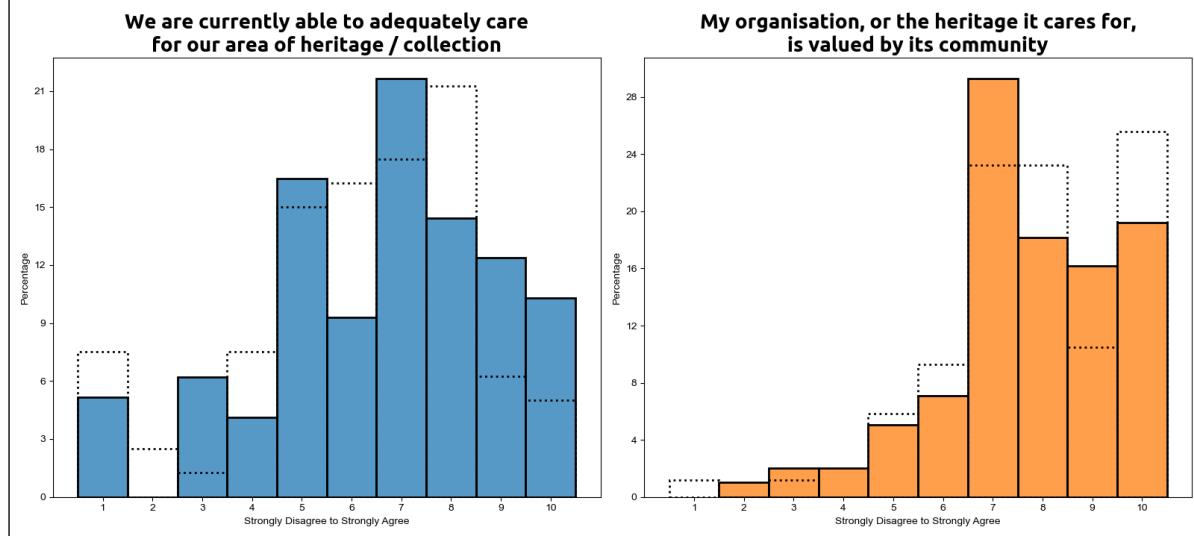
## Respondents' perception of their impact trends upwards



Respondents' belief that they can adequately care for their collection / heritage increased again, while their belief that their work is valued by their community fell back to May's level. Importantly, both measures continue to trend upwards.

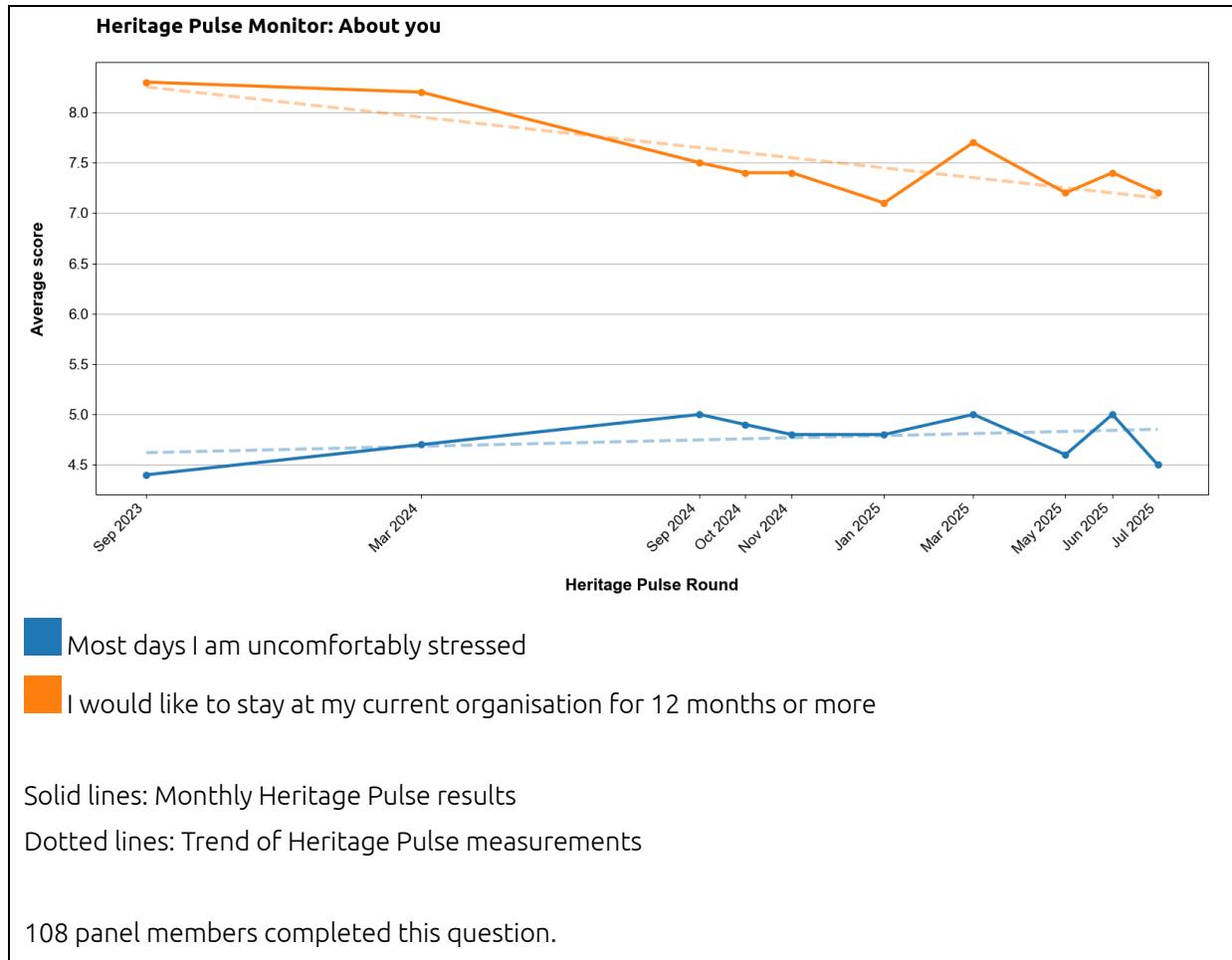


### Heritage Pulse Monitor: Impact



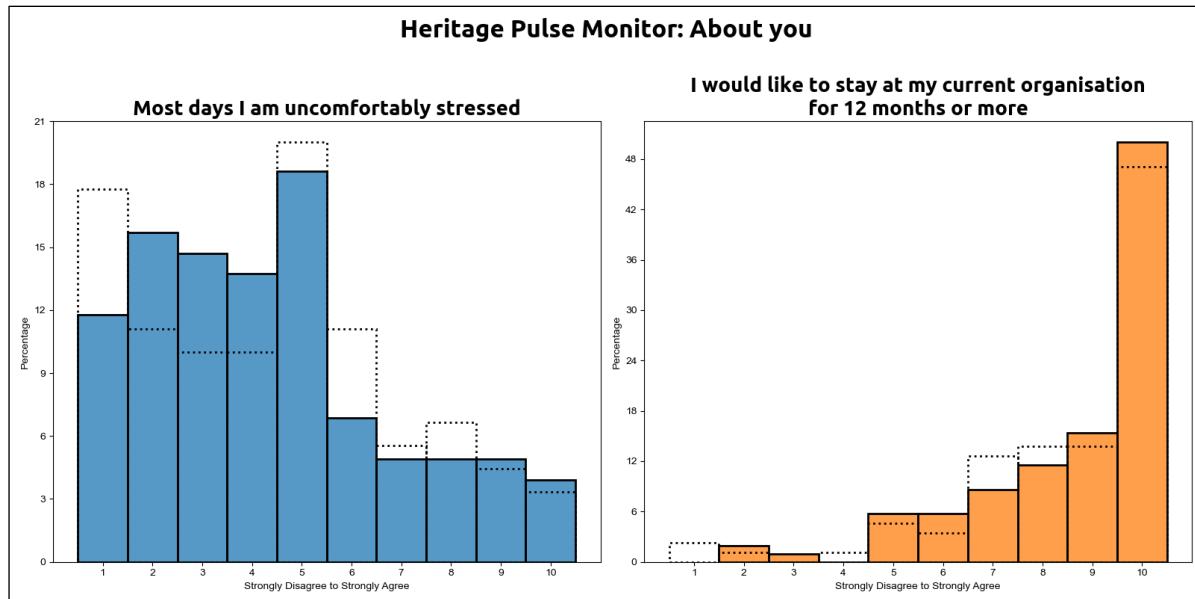
For both questions on personal impact the modal response was 7 / 10. One in five panel members selected this score regarding their ability to care for heritage; more than one-quarter did the same regarding the community's value of their heritage.

### Reported stress at eighteen-month low





While those that want to remain at their current organisation fell to the level last seen in May, the reported stress of the panel decreased to its lowest level since September 2023.



While the measure of panellists' stress declined this month, this question saw the widest distribution of responses in the survey, showing a non-uniform experience across the sector. Around 50% of respondents scored 10 / 10 for their desire to stay at their current organisation, consistent with the distribution from previous round.

**ENDS**



# Appendix A: Detailed Data Breakdowns

## July: Sector-wide collaboration and relevance

How do we work together, across the sector and with our communities, to ensure heritage remains relevant in people's lives?

	I agree more strongly with the left-hand statement	I agree more with the left-hand statement	I agree more with the right-hand statement	I agree more strongly with the right-hand statement	
The future of heritage depends on deeper collaboration across the sector. Count Row %	67 53.2%	46 36.5%	9 7.1%	4 3.2%	Collaboration is a nice-to-have — we must focus on our own organisation.
Co-creating with communities makes our work more relevant and resilient. Count Row %	56 44.4%	58 46.0%	9 7.1%	3 2.4%	We're the experts — too much community input can dilute quality and focus.
Sharing data, tools, and skills sector-wide should be the norm. Count Row %	79 62.7%	37 29.4%	6 4.8%	4 3.2%	We've worked hard to develop our assets — sharing them could harm our competitive edge.



	I agree more strongly with the left-hand statement	I agree more with the left-hand statement	I agree more with the right-hand statement	I agree more strongly with the right-hand statement	
We must actively address inequality and exclusion in how we tell stories. Count Row %	51 40.5%	37 29.4%	23 18.3%	15 11.9%	Our role is to preserve heritage, not to reshape it to meet social agendas.
Relevance means responding to what communities care about today. Count Row %	22 17.5%	32 25.4%	56 44.4%	16 12.7%	Heritage should challenge people, not simply reflect current trends.
True renewal means rethinking who heritage is for and who gets to tell the story. Count Row %	34 27.0%	42 33.3%	33 26.2%	17 13.5%	Heritage must be protected from political or cultural interference.

	I agree more strongly with the left-hand statement	I agree more with the left-hand statement	I agree more with the right-hand statement	I agree more strongly with the right-hand statement	
We must build new partnerships outside the heritage sector to stay relevant. Count Row %	44 34.9%	53 42.1%	21 16.7%	8 6.3%	Heritage should remain focused on its core cultural mission, not be shaped by outside agendas.
True community partnership means sharing power, not just gathering feedback. Count Row %	40 31.7%	39 31.0%	36 28.6%	11 8.7%	Heritage organisations must retain final say to ensure responsible stewardship.
National and local organisations need to act as one system, not in competition. Count Row %	42 33.3%	55 43.7%	24 19.0%	5 4.0%	Local and national heritage bodies have fundamentally different roles and should operate independently.

$n = 126$



## June: Strategic Choices for Sustainability

What bold choices must we make about our buildings, collections, and public offer to ensure a sustainable future?

	I agree more strongly with the left-hand statement	I agree more with the left-hand statement	I agree more with the right- hand statement	I agree more strongly with the right- hand statement	
Digitisation can be a sustainable way to increase access and reduce physical pressures. Count Row %	17 13.9%	46 37.7%	40 32.8%	19 15.6%	Digital engagement is no substitute for real-world heritage experiences.
The public should help decide what we protect and invest in. Count Row %	13 10.7%	43 35.2%	59 48.4%	7 5.7%	Professional expertise should guide what we preserve and prioritise.
We need fewer, better- resourced sites with a clear offer. Count Row %	1 0.8%	19 15.6%	67 54.9%	35 28.7%	Our strength lies in the breadth and diversity of our physical heritage.



	I agree more strongly with the left-hand statement	I agree more with the left-hand statement	I agree more with the right-hand statement	I agree more strongly with the right-hand statement	
If some heritage assets are no longer viable, we should consider transferring or closing them. Count Row %	11 9.0%	68 55.7%	34 27.9%	9 7.4%	Closure should never be on the table — we owe it to future generations to keep everything conserved and open.
The public offer must evolve to stay relevant, even if it challenges heritage conventions. Count Row %	28 23.0%	62 50.8%	27 22.1%	5 4.1%	Maintaining authenticity and tradition should be our guiding principle.
It's time to prioritise environmental sustainability over everything else. Count Row %	15 12.3%	34 27.9%	57 46.7%	16 13.1%	Sustainability is important, but our cultural mission must come first.
	I agree more strongly with the left-hand statement	I agree more with the left-hand statement	I agree more with the right-hand statement	I agree more strongly with the right-hand statement	
We should prioritise what we can care for well — even if it means letting go of some assets. Count Row %	22 17.9%	53 43.1%	32 26.0%	16 13.0%	Every part of our collection or estate has value; we must protect it all.
It's better to reinterpret or repurpose historic spaces than let them fall into disuse. Count Row %	66 54.1%	47 38.5%	6 4.9%	3 2.5%	Altering the original use of heritage sites risks damaging their integrity.
We should tailor our offer to the interests of future generations. Count Row %	27 22.1%	72 59.0%	20 16.4%	3 2.5%	Our offer should stay rooted in tradition, regardless of changing tastes.



## May: Immediate Survival and Adaptation

How can we build financial resilience and adapt our operating models to survive ongoing financial uncertainty?

	I agree more strongly with the left-hand statement	I agree more with the left-hand statement	I agree more with the right- hand statement	I agree more strongly with the right- hand statement	
The sector must embrace entrepreneurial thinking to survive. Count Row %	89 52.7%	70 41.4%	10 5.9%	0 0.0%	Business thinking has no place in heritage organisations.
More funding should be available to support innovation Count Row %	65 38.5%	60 35.5%	31 18.3%	13 7.7%	Funding should focus on keeping existing operations going.
We should explore charging more or differently, even if it means fewer people attend. Count Row %	13 7.7%	59 34.9%	73 43.2%	24 14.2%	Access for all must come before income generation.



	I agree more strongly with the left-hand statement	I agree more with the left-hand statement	I agree more with the right- hand statement	I agree more strongly with the right- hand statement	
We need to become leaner and more efficient, even if that means reducing staff or services. Count Row %	10 5.9%	45 26.6%	75 44.4%	39 23.1%	Cutting back too far undermines our ability to deliver on our purpose.
Collaborating with commercial partners is a pragmatic way to stay afloat. Count Row %	48 28.4%	87 51.5%	29 17.2%	5 3.0%	Commercial partnerships risk compromising our values and independence.
We should focus on generating income through our buildings and assets. Count Row %	34 20.1%	77 45.6%	39 23.1%	19 11.2%	Our buildings and assets should primarily serve public benefit, not commercial aims.

	I agree more strongly with the left-hand statement	I agree more with the left-hand statement	I agree more with the right- hand statement	I agree more strongly with the right- hand statement	
We must diversify income streams, even if it means moving beyond our traditional mission. Count Row %	37 21.9%	54 32.0%	56 33.1%	22 13.0%	We should focus on doing fewer things better, rather than stretching ourselves too thin.
Now is the time to invest in innovation to build long-term resilience. Count Row %	59 34.9%	72 42.6%	32 18.9%	6 3.6%	In a crisis, we need to stick to what we know works and minimise risk.
It's better to stay open fewer days than to overextend and risk closure. Count Row %	25 14.8%	72 42.6%	39 23.1%	33 19.5%	Reducing our public offer will do more harm than good — we must remain fully accessible.