

See all updates

We fund projects that connect people and communities to the national, regional and local heritage of the UK.

National Lottery Heritage Grants is our funding programme for all types of heritage projects in the UK.

Use this guidance to apply for grants from £250,000 to £10m.

You must first submit an Expression of Interest and, if you are successful, we will invite you to apply.

Your application will usually go through two phases: a development phase of up to two years, enabling you work on your project proposal, and a delivery phase of no more than five years. If you think a two phase application is not right for your project, please contact your local office to discuss.

# Overview

## Is this the right programme for you?

- Is your organisation looking to care for and sustain heritage in the UK?
- Will your heritage project run for no more than five years (excluding the development phase)?
- Do you require a grant of between £250,000 and £10m?

- Are you a not-for-profit organisation or a partnership led by a not-for-profit organisation?
- Does your project take into account our four investment principles?

If you answered yes to these questions, then National Lottery Heritage Grants could be for you.

Remote video URL

We've embedded content from YouTube here. As YouTube may collect personal data and track your viewing behaviour, we'll only load the video after you consent to their use of cookies and similar technologies as described in their privacy policy. We will also set a cookie to remember your preference.

Accept Watch on YouTube

## Our investment principles

Four investment principles guide all our grant decision making under our 10-year strategy, Heritage 2033:

- saving heritage
- protecting the environment
- inclusion, access and participation
- organisational sustainability

You must take all four principles into account in your application. The strength of focus, and emphasis on each principle, is for you to decide and demonstrate.

The investment principles, and our strategic initiatives, will help us achieve our ambitions for heritage to be valued, cared for and sustained for everyone's future.

## Things you need to know

- Your project must not start before we make a decision.
- You must first submit an Expression of Interest to tell us about your idea, and we will let you know if you are invited to apply.
- Deadlines for development and delivery applications are quarterly
- Once we receive your application and all the correct supporting documents, we will assess your application within 12 weeks and, following assessment, it will be assigned to the next scheduled decision meeting.
- For grants under £1m, you must contribute at least 5% of your project costs. For grants over £1m, you must contribute at least 10% of your project costs.
- Payments for development grants under £250,000 are made in three stages: 50% in advance, 30% in advance, and then 20% in arrears. Payments for development grants over £250,000, and all delivery grants, are made in arrears.
- We provide lots of good practice guidance. We recommend that you read the guidance that is relevant to you to help you develop and manage your project.
- We may consider applications for over £10m for truly exceptional heritage projects. If this applies to your project, you should contact your local office to discuss this.
- Explore our position and advice on using artificial intelligence (AI) tools in your grant application.

# What we fund

We fund projects that value, care for and sustain heritage for everyone across the UK, now and in the future.

Heritage can mean different things to different people. It can be anything from the past that you value and want to pass on to future generations.

This could include nature and habitats, historic buildings and environments, or cultures, traditions and people's memories. Explore a wide range of the types of heritage that your project could include.

We fund projects that:

- clearly focus on heritage – this can be national, regional or local heritage of the UK
- take into account all four investment principles
- have a clear plan with a defined start, middle and end
- have not already started
- can demonstrate the need for National Lottery investment

It is important to plan your project carefully, including costs, timescales and getting support for your project before you start to fill out an application. The guidance below will help you think about what you should include in your project and the costs we can cover.

Our heritage grants can support a broad range of activities and direct project costs, such as:

- volunteer expenses, new staff posts and training costs
- capital works, repair, maintenance and conservation
- professional fees, event costs and activities to strengthen your organisation
- acquisition of heritage and costs associated with the purchase
- costs to join Fit for the Future, a UK-wide environmental sustainability network

We cannot cover existing costs or any activity that has taken place before the grant is awarded, or anything that promotes the cause or beliefs of political or faith organisations.

We will not support projects that include installing artificial grass or plants, however specialist play safety surfacing and professional sports surfaces are allowed.

## Heritage Enterprise

Some projects seek to achieve economic growth by investing in heritage. We call these Heritage Enterprise projects. The maximum you can apply for under heritage enterprise is £5m.

## Welsh Language

If your project will take place in Wales, you must include the Welsh language in all aspects of your work. Tell us how you will promote and support the Welsh language and reflect the bilingual nature of Wales.

Make sure that translations are included in your project plan and project budget under the 'Other' costs category within the project costs section of the application.

For further information see our Welsh bilingual project guidance.

## Promotion and acknowledgment of funding

Acknowledging your grant from the Heritage Fund is an important part of your project. It is your opportunity to show how National Lottery funding is being used to support heritage in the UK, and to publicly thank National Lottery players for making your project possible.

Planning early, and allocating appropriate budget, will help you to meet our requirements and acknowledge your grant in ways that are creative and suited to your project.

We encourage you to develop innovative offers or promotions for National Lottery players, for example, you might sign up for National Lottery Open Week to run special offers.

Please include budget for acknowledgement in the ‘Publicity and promotions’ costs category within the application project costs section of the application. We recommend you base these costs on quotes from potential suppliers.

If your grant is for more than £1m towards a new exhibition space, visitor centre, community garden or other public facility, we would also like to discuss how The National Lottery might best be incorporated into the name of the space or site.

Use our acknowledgement guidance to plan your activities proportionate to the size of your grant.

## Evaluation and reporting

Good quality evaluation helps you understand your impact and provides the opportunity for others to learn from your experience. In turn, this information helps us identify the difference we are making through our grants.

We recommend you build in evaluation from the beginning of your project. Our evidence shows that the more carefully projects budget for their evaluation, the higher the quality of the final report.

You will need to include budget for evaluation and reporting in the ‘Evaluation’ costs category within the project costs section of your application, for both development and delivery phases.

## Skills development

We encourage you to consider opportunities for people to develop skills as part of your project. This could include young people, those not in training or employment, and people not currently working in the heritage sector.

For example:

- heritage skills, where there are gaps, shortages or skills at risk of being lost, such as traditional crafts, building skills or digitisation
- organisational skills, including project management, business development, leadership or governance
- skills for climate adaptation and supporting net zero

You may also consider developing a skills programme, which aims to diversify the heritage workforce and support a wider range of volunteers.

You can include budget for skills development using the ‘training for staff’ and ‘training for volunteers’ cost categories within the project costs section of the application.

## Full cost recovery

If you are an organisation in the voluntary sector (for example, you might have a board of trustees and be funded by grants and donations), we can cover a proportion of your organisation’s overheads through full cost recovery.

Full cost recovery means securing funding for all the costs involved in running a project. This means that you can request funding for direct project costs as well as a proportionate share of your organisation’s fixed costs.

This may include costs that partly support the project, but also support other projects or activities that your organisation provides, such as salaries of staff working across projects in administration, management, HR, or fundraising, office costs such as rent or utilities and legal or audit fees.

Funding that covers some of your running costs can be important for your sustainability, so we encourage you to consider including this in your budget in the ‘Full cost recovery’ costs category if you are eligible.

Recognised guidance on calculating the full cost recovery amount that applies to your project is available from organisations such as The National Lottery Community Fund.

## Your contribution to project costs

You must contribute towards the costs of your project at this grant level. This is known as partnership funding and it can be made up of cash, non-cash contributions, volunteer time or a combination of all of these.

We use a standard rate of £20 per hour to calculate volunteer time.

If your project involves capital works, you can include the increased future costs of managing and maintaining the heritage for up to five years after practical completion as partnership funding.

For grant requests between £250,000 and £1m:

- You must provide at least 5% of the costs of the development phase and at least 5% of the costs of the delivery phase as partnership funding.

For grant requests between £1m and £10m:

- You must provide at least 10% of the costs of the development phase and at least 10% of the costs of the delivery phase as partnership funding.

If your project is receiving funding from other National Lottery distributors (for example, the Community Fund) this can count as partnership funding, but it cannot count towards your minimum contribution of 5% or 10%.

If you are providing the minimum required partnership funding, or you are unable to provide any partnership funding, you will need to explain why in your application. We will then consider your case for the amount of grant requested as part of our assessment.

## Who can apply?

Under this programme, we accept applications from not-for-profit organisations and partnerships led by not-for-profit organisations.

Here are some examples of the types of organisations we can fund:

- charities, trusts and charitable incorporated organisations
- community and voluntary groups
- community/parish councils
- community interest companies
- faith-based or church organisations
- local authorities
- other public sector organisations

Organisations need to have a bank account, a governing document, and two or more members that are not related or living at the same address.

If you are unsure whether you are eligible to apply, get in touch with your local team by submitting an Expression of Interest.

### Partnerships

We encourage you to work with other people to develop and carry out your project.

A partner is another organisation or third-party body that is integral to the delivery of your project.

Partners are not subcontractors. They will take on an active role in the project and will be involved in the project. They will help to report on progress, attend regular partnership meetings and support project evaluation.

If you plan to work with any other organisations to carry out a significant proportion of your project you must formalise your relationship with a partnership agreement.

If you are making a joint application, you will need to decide which organisation will be the lead applicant. The lead applicant will complete the application, and if successful, receive the grant and provide project updates. We usually expect the owner of the heritage to be the lead applicant. If the lead applicant is not the owner of the heritage, we usually ask them to sign up to the terms of grant.

## Application process

You must first submit an Expression of Interest and, if you are successful, we will invite you to apply. You will have 12 months in which to submit an application.

If we are not inviting you to apply, we will explain our reason. You must wait three months before you submit a new Expression of Interest.

Your application will be in competition with other projects in both the development and delivery phases. A development grant award does not guarantee that you will receive a delivery grant award.

## Development phase

Your application should usually include a development phase to help you work on your project proposal. You should include detailed information about this phase and outline proposals for your delivery phase. The development phase allows you to gain a better understanding of the costs, resources, timeline and the needs of your audiences. You should use this information to create detailed proposals for your delivery phase application.

You may take up to two years to complete this phase.

The development phase is likely to include:

- consultation with people outside your organisation
- a review of your governance, business planning and any legal issues
- detailed design and planning work
- any surveys or investigations needed

### Reviewing your development phase

We will review your project during this phase to see how you are progressing with your delivery phase application.

For projects involving capital works, we will look at your plans when they are in line with RIBA work stage 2.

The main purpose of the review is to confirm that:

- the project is developing well and is following the approved purposes
- costs and partnership funding updates indicate a viable project
- risks are manageable
- there is a draft conservation plan for projects involving capital works for land or buildings

The review also provides the opportunity to review any significant changes and highlight any areas where further work is needed. If there are serious concerns, your project may fail the review and we will recommend that you do not submit a delivery phase application.

## Delivery phase

We will discuss your delivery phase application with you during your development phase. You should provide detailed information about your delivery phase proposals in your application.

If you are awarded a delivery grant, you will have up to five years to complete your project unless we have agreed a longer project duration with you.

## Application deadlines

There are quarterly deadlines for development and delivery phase applications.

### Urgent decisions

In exceptional circumstances, we may consider a fast-track application process, if there is a compelling need for a faster decision (for example, if you have an opportunity to buy a heritage item at an auction but need to move quickly). If you think this applies to your project, you should contact your local office to discuss this.

## How to apply

Use this checklist to make sure you are ready to apply:

Step one:

- I have read the application guidance and application questions
- I have read the terms of grant for this programme
- I have submitted an Expression of Interest

We aim to respond to your Expression of Interest within 20 working days.

If you are successful, we will invite you to make a full application.

Please note: an invitation to apply does not guarantee a grant from us in the future, but it does show that we see potential in your initial proposal.

Step two (if my Expression of Interest is successful, and I am invited to apply):

- I have drawn up a project plan and budget and checked my costings
- I have prepared all the mandatory supporting documents including my organisation's accounts
- I have considered any permissions or licences I will need, for example a bat licence or listed building consent
- I have planned how to evaluate my project
- I have planned how to acknowledge my grant, if my application is successful

Apply for or manage funding for a heritage project.

## Supporting documents

You will need to provide relevant supporting documents, outlined in this section, as part of the application process.

Some documents are required during the development phase of your project, while others are required during the delivery phase. You will also need to provide updated versions of some of the documents provided with your development phase application as part of your delivery phase application.

Not all of the other documents listed below will apply to your project. The additional information and the application questions guidance will help you decide if they are relevant. Please do not submit any extra documents, as we will not use them in assessment.

Additional supporting documents are required for applications that refer to Heritage Enterprise projects.

Additional supporting documents may be required for applications that involve acquisitions. See further information in the Acquiring buildings, land or heritage items section.

## Development phase supporting documents

You **must** provide the following mandatory documents:

- a governing document (unless exempt)
- accounts information
- a timetable for both the development and delivery phases
- a risk register for the development and delivery phases
- a document outlining the main risks after the project is complete
- a detailed cost breakdown for the development phase
- your organisation's current business plan

### Governing document (for example, constitution)

You must provide a copy of your organisation's governing document.

You must have at least two people on your board or management committee who are not related by blood or marriage, or living at the same address.

Your governing document should include the following:

- the legal name and aims of your organisation
- a statement that prevents your organisation from distributing income or property to its members during its lifetime
- a statement which confirms that, if your organisation is wound up or dissolves, the organisation's assets will be distributed to another charitable or not-for-profit organisation and not to the organisation's members
- the date when it was adopted and the signature of your chairperson or other authorised person

We are unable to fund your organisation if your constitution does not include the above. The Charity Commission provides guidance on creating a governing document.

We do not need to see your governing document if you are:

- a public organisation, for example, a local authority or university
- a charity registered with the Charity Commissions for England, Wales or Northern Ireland, or the Scottish Charity Regulator

### Accounts

You must provide your most recently audited or accountant verified accounts for the last three year and your management accounts for the current year.

If your organisation's accounts are older than 18 months, or your organisation was set up less than 14 months ago and does not have a set of audited accounts, you must provide your last three bank statements or a signed letter from your bank.

**Risk register**

You must submit a risk register for both the development and delivery phases.

A risk register is a document, usually set out as a table, that lists all the risks identified by an organisation and prioritised in order of importance.

We know all projects face challenges and risks. We will want to see what risks you have considered, the impact the risk would have on your project and how you would plan to manage each risk.

For each risk, outline:

- the nature of the risk, for example technical, market, financial, economic, management, legal
- a description of the risk
- the probability of the risk happening, using a percentage value or low, medium or high grading
- the effect the risk could have on project costs, time and/or performance
- the overall effect the risk may have on project delivery
- how you would deal with the risk

**Detailed cost breakdown**

You must provide a spreadsheet detailing the costs you outlined when completing your application.

We require a detailed spreadsheet of project expenditure and income, with reference to the budget headings used in your application, itemising each aspect.

For example, you may have included repair and conservation work in your initial budget, with a headline summary of 'roof repairs, £100,000'. You should elaborate on this in your detailed cost breakdown, providing a spreadsheet that contains an itemised list of the materials and labour involved with a separate row for each cost.

**Business plan**

You must submit your organisation’s current business plan.

If you do not have a business plan please submit the document you work with to manage your heritage. If you are an organisation that manages multiple sites or are, for example, a Local Authority, please submit the documents most relevant to the heritage in your application.

A business plan sets out the financial and organisational aspects of your business. It shows:

- an overview of your organisation
- the financial status of your organisation
- the context in which your organisation sits
- how you wish to develop your organisation

A business plan is not the same as a project plan. It focuses on the overall organisation and not specific project activities, but should convey how your proposed project aligns with your ambitions as an organisation. For further information see our business plan guidance.

**Project timetable**

You must provide a timetable for both the development and delivery phases.

This should include detailed information about the development phase and outline information for the delivery phase. This should also include references to the milestones you expect your project to pass, providing a comprehensive overview of how you expect your project to evolve over time.

**Job descriptions (if applicable)**

If you plan to recruit new staff or apprentices to help deliver your project, you need to provide a job description for each new post. Each job description should include the proposed salary and working hours.

**Briefs for commissioned work (if applicable)**

Briefs describe any work you plan to buy in during your project.

If you are commissioning work, for example, from an artist or architect, then you should provide a brief. The brief should describe the works, how long they will take, how much they will cost and the skills required.

Find out more information and use our briefs template.

**Calculation of full cost recovery for the development phase (if applicable)**

If you have included full cost recovery as a cost heading in your project costs, you must provide a document that shows how you have calculated this based on recent published accounts.

Recognised guidance on calculating the full cost recovery amount that applies to your project is available from organisations such as The National Lottery Community Fund.

We cannot accept applications that include full cost recovery from public sector organisations (for example, government-funded museums, local authorities or universities).

**Project images (if applicable)**

If relevant, please provide up to six images that help illustrate your project.

Please make sure you have all the permissions required, such as copyright ownership and participant consent forms, to share these images with us, as we may use them to tell people about your project, including our decision makers.

**Evidence of support (if applicable)**

Provide up to six pieces of evidence of support, for example letters, emails or feedback forms, from other organisations or individuals who are supporting or taking part in your project.

Providing evidence of support is a good way of showing us that you have spoken to other people and that they are interested and committed to your project.

**Partnership agreements (mandatory if applicable)**

If you plan to work with any other organisations to carry out your project, you will need to provide a partnership agreement. This document should outline all partner's roles and responsibilities and should be signed by all parties. This document should reflect the needs of your project and you may need to seek independent advice on how to best write an agreement.

**Condition survey (if applicable)**

If your project involves the conservation of heritage, you must provide a condition survey or another appropriate document to tell us the current condition of the heritage and the works that are needed to return the heritage to a good condition.

The survey or report should also indicate the relative priority of the proposed works so you know which are the most critical and need to be tackled most urgently.

There are other types of survey which may be relevant to include as part of a condition survey, such as a building performance and energy efficiency survey.

**Ownership documents (if applicable)**

If you are planning any capital works, or intending to purchase buildings, land or heritage items, you will need to provide copies of any documents relevant to your ownership. This could be Land Registry ownership documents, or a lease or heads of terms.

## Delivery phase supporting documents

When completing a delivery phase application, you **must** provide updated versions of the following documents to reflect the new understanding of the costs, resources, timeline and the needs of your audiences you have gained during the development phase of your project:

- business plan
- full cost breakdown including additional columns comparing costs at the award of your development grant, your development phase review and the submission of your delivery phase application
- risk register for the delivery phase and after the project is complete
- a timetable for the delivery phase
- calculation of full cost recovery for the delivery phase, if applicable
- briefs for commissioned work, if applicable
- job descriptions for the delivery phase, if applicable
- images, if applicable
- partnership agreements, if applicable
- ownership documents, if applicable

You **must** also provide the following documents as applicable.

**Activity plan or area action plan**

You must provide an activity plan or area action plan as applicable. If your project relates to activities and people, you must produce an activity plan. If you are working on an area-based project, you must produce an area action plan.

**Activity plan**

An activity plan sets out everything you will do as part of your National Lottery-supported project to achieve positive outcomes for the people involved. These might be participants, visitors, volunteers or trainees but might also include new and existing staff and your trustees or steering group.

You will need to decide which specific groups of people you want to reach with your funding. Then set out all of the activity – in detail and properly costed – you will do to meet their needs and achieve our investment principles within your project.

Your activity plan is specific to the heritage project you are asking us to fund. It is not the same as your plans for everyday work or a general development plan for you organisation's activity.

Read more information in our activity plan guidance.

**Area action plan**

If applicable, your area action plan should include:

- a summary that explains the distinctive character of your area and how this has evolved over time – including all land, biodiversity, structures, buildings and features that make or could make positive contributions to the area's overall distinctiveness
- information on how the area is currently managed and protected, including assessment of current strategies and policies against appropriate sector benchmarks, and availability and need of heritage skills
- analysis of the area's demographic, social and economic conditions; an assessment of the different interest and concerns of stakeholders such as owners of heritage, local communities, business community, and visitors
- your organisation's agreed vision for the area
- information which will help you design activities which you will run as part of your scheme to engage local people with the area's heritage
- your rationale for your area's boundaries
- an assessment of policies and statutory powers that need to be put in place to protect the area's character and sustain the benefits of your scheme in the long-term for the benefit of the heritage and local communities
- threats to the area and opportunities to address these such as climate change; broader political environment and policy issues; social and economic changes; and local attitudes and understanding of the heritage
- summary of the type and category of work which could be carried out to preserve and enhance the character of land, biodiversity, structures, buildings, features and the overall area
- plans for the intended long-term legacy of your project and how this will be secured
- details of how you will evaluate your area-based project and what resources you will need to complete this evaluation

Your area action plan should be uploaded in a document such as a PDF. Include an executive summary no longer than a single A4 page and a contents page.

We provide further details on how to create an area action plan.

**Cash flow report**

You must provide a complete overview of the cash flow of your organisation throughout the duration of your project. This should include a monthly report of your bank balance, alongside any monthly cash surplus or deficit.

If you have a trading subsidiary, please prepare a consolidated cash flow for the parent organisation and the subsidiary.

Explain the assumptions you are making regarding any reasonably anticipated income from any other funding sources.

**Income and spending forecasts for five years following project completion**

You must provide a general financial assessment of your organisation as it relates to your project, representative of your day-to-day operation and your financial model including your main sources of funding, as you intend to operate for the five years following project completion.

This should include a forecast income and expenditure account, a cashflow forecast showing the expected monthly cashflow and statements of assumptions underlying the forecasts.

Include detail of assumptions made in your calculations. An assumption is anything that you are relying on to make forecasts. For example, the average number of visitors you are expecting based on the previous year, or any unknown costs of materials.

Make sure you also include details of any reserves that may impact your report.

**Project management structure**

You must provide a document to explain the management structure of your project, with reference to decision-making processes and lines of communication and reporting. It may be relevant to provide a simple organogram/network diagram to show your organisation’s governance, management and staffing structures as they pertain to the project.

**Management and maintenance plan (if applicable)**

If your project involves capital works, the creation of new material, or the purchase of a historic building, structure, transport heritage or land, we will ask you to prepare a management and maintenance plan as part of your delivery phase application.

The management and maintenance plan tells us how you will look after your heritage once the project is complete, including how you expect to maintain the benefits of your project in the future. We will expect you to make sure that the work we have funded is kept in good condition.

We will expect your organisation to adopt your management and maintenance plan, to integrate it into your existing policies for management and care, and to provide financial resources to implement that plan for the duration of your grant contract.

Your management and maintenance plan should detail how your project's results will be maintained, who will do it, what skills they will need, when things need to be done and what cost the cost of this work will be.

Your plan should represent works completed during the development phase, for example referring to ways in which you intend to maintain the quality of newly restored features. This may include the origin and specification of materials or the palette of colours used to paint features/furniture among other decisions that have been made during your project so far.

See a complete guide to creating a management and maintenance plan.

**Design specification or interpretation plan (if applicable)**

It may be relevant to include a design specification or interpretation plan that explains the way your project intends to display or share heritage.

Interpretation is the way we communicate stories and ideas about heritage to different audiences. It involves turning information into something accessible, relevant and engaging.

Include specific reference to the ways your project will deepen people's understanding of heritage, explore and make sense of historic sites and landscapes, objects, traditions or events.

You may include your plans for the wider experience that will help visitors engage with heritage. This may involve architectural plans and designs for tangible objects or buildings, a renovation or an exhibition.

Interpretation can take many different forms, from trails, audio descriptions and films to workshops, interactives and online displays.

Read our guide to creating an interpretation plan.

**Developed conservation plan (if applicable)**

If your project involves capital works, the creation of new material, or the purchase of a historic building, structure, transport heritage or land, you should submit a conservation plan that details the understanding of your heritage and the opportunities to share your heritage with others that you identified in your development phase. You may address any risks and threats that you have identified.

Read our guide to creating a conservation plan.

## How we assess your application

Please choose when to make your application carefully. Do not rush to submit an application before you are ready, and make sure you have thought through the best way to shape your activity and how you are going to manage it.

We receive a higher number of applications than we can fund and need to prioritise where our investment can make a significant difference.

You should answer all of the questions in the application.

Once you submit your online application, we will check everything is in place and will be in touch to let you know when you can expect a decision. We will not be able to start the assessment of your application until we have the relevant information and supporting documents.

If your application is for a development grant award, it is unlikely that you will hear from us again until we notify you of the decision.

As an organisation that gives out public funds, we carry out some checks on the information you provide to us when you apply (for example, we may check your history with us or carry out identity or fraud checks).

When we assess your application, we will consider a range of factors including:

- whether your project is relevant to heritage in the UK
- the needs and opportunities your project will address
- how strongly your project will take into account all four investment principles
- how your project's impact will be sustained

We may also consider issues such as achieving a geographical spread of our funding.

If your application does not clearly relate to UK heritage or does not take into account all four investment principles, then it may be rejected earlier during the assessment process and we will let you know.

## Considering risk

When assessing your application, we will make a measured judgement on the potential risks to your project and current organisational risks – and we will look to see if you have identified these and told us how you will mitigate against them.

All projects will face threats and opportunities that you need to identify and manage. We want you to be realistic about the risks your project and organisation may face so that you are in a good position to manage and deliver the project successfully.

You should also carefully consider inflation and contingency costs within your application.

Inflation for capital projects is likely to remain high for the foreseeable future. You should account for inflation based on the project timescale, plus other factors such as materials used, labour demands and location.

You can access analysis and projections for inflation costs from sources such as the?Building Cost Information Service ?and consultancies including?Gardiner & Theobold Market Intelligence,?Turner & Townsend?and?Rider Levett Bucknall.

The types of risk and problems you should consider are:

- financial: for example, a reduced contribution from another funding source
- organisational: for example, a shortage of people with the skills you need or staff needed to work on other projects
- economic: for example, an unexpected rise in the cost of materials
- technical: for example, discovering unexpected and wide-ranging damp
- social: for example, negative responses to consultation or a lack of interest from your target audience
- management: for example, a significant change in the project team
- legal: for example, subsidy control, or changes in law that make the project impractical
- environmental: for example, difficulties in finding sources of timber from well managed forests

## Assessment time

Once we have everything we need, we aim to assess applications in 12 weeks and, following assessment, your application will be assigned to the next scheduled decision meeting. (Please note: we cannot start assessing your application until all the required checks are completed and we receive all the required supporting information.)

## Decisions

Decisions are made on a quarterly basis by the committee of your nation or area or by our Board of Trustees.

## If your application is successful

You must wait to receive permission from us before beginning your project. You will need to submit a form online and provide us with:

- your bank account details (mandatory)
- proof of ownership/leasehold requirements (for all capital projects, if any changes have taken place since application)
- details of statutory permissions and/or licences required and obtained (if applicable)
- confirmation of partnership funding (if applicable)
- cost breakdown and cashflow report
- project management structure and methods for choosing consultants, contractors and suppliers
- project timetable or work programme

Your organisation will need a bank account. The name on this bank account must exactly match the name of the organisation making the application.

You will need to sign up to our terms of grant. The duration of the grant terms depends on the type of project:

- activity: the date the project finishes
- capital: 20 years after the Project Completion Date
- digital: 20 years after the Project Completion Date
- acquisition: If your project includes buying a heritage item, land or building, the terms of the grant will last indefinitely. If you wish to dispose of what you have bought in the future, you must ask for our permission and we may claim back all or part of our grant.

The Project Completion Date is the date we let you know that we have recorded the Project as complete.

We will contact you to arrange a start up meeting. At this meeting you may be introduced to a consultant from our Register of Support Services (RoSS), who will support you in developing or delivering aspects of your project or help review risks.

### How we pay your grant

For development grants up to £250,000, we will pay your grant in three instalments:

1. we will give you 50% of the grant up-front

2. once you have spent the first half of your total eligible project costs, we will give you the next 30%
3. we will pay the final 20% of your grant when you have finished your project and sent us a final completion report, project evaluation and proof you have acknowledged your grant

For development grants over £250,000 and for all delivery grants we will make payments in arrears. We will also hold the last 10% of your grant until we are satisfied that the project is complete, that the grant has been spent appropriately, and you have sent us your evaluation report and proof of your acknowledgement of the funding.

We will pay your grant as a percentage of your project costs. We describe this as the payment percentage.

For example, if your total project costs are £1m and your cash contributions are £250,000, your grant will be £750,000 and your payment percentage will be 75%.

If your project involves the acquisition of heritage, we will pay the full grant amount needed for the purchase is a single payment.

**Reporting**

We are really keen to hear about how your project is progressing and the achievements you have made with the funding. As part of your formal reporting on your grant, you must provide us with project updates during the lifetime of your project. We will expect a project update usually every three months, and at least each time you request a payment.

### If your application is unsuccessful

The assessment process is competitive and we cannot fund all of the good quality applications that we receive. If your application is unsuccessful, we will tell you why and may suggest that you make another application, but you must talk to us about this before reapplying.

## Acquiring buildings, land or heritage items

You may have plans to use our grant to fund the acquisition of a building, land or heritage items.

We can fund projects that involve the purchase of land and/or buildings that are important to our heritage and are for sale at or below market value. The principal reasons for your proposed purchase must be a benefit to the long-term management of heritage and for public access.

Private individuals or for-profit organisations cannot use our funding to acquire building, land or heritage items.

It is important that purchases align with our strategy and investment principles as a funder. If your project involves buying land or buildings, you must buy them freehold or with a lease with at least 99 years left to run.

We will only help to buy buildings, land or heritage items if you demonstrate in your application that:

- risks to the preservation of the buildings, land or heritage items will be reduced if the purchase is successful
- the price accurately reflects the condition and value of the heritage asset(s)
- the heritage asset(s) will be accessible to the public once purchased and the purchase will contribute to more people engaging with heritage

- you can show that you have adequate plans for the long-term care and maintenance over a period of at least 10 years after project completion
- you can demonstrate that what you wish to purchase is significant to heritage in a local, regional or national sense

Your application should include:

- Information about the history and significance of the buildings, land or heritage items.
- A statement about why you are the right organisation to own it. This should be supported by what you say in your policies, such as your acquisition, collections-management or collecting policy.
- Evidence that you will become the full owner, or a good case for well-planned joint ownership.
- Documentary proof of the provenance (origin) of the heritage item(s). Examples of proof include sale documents, legal documents, export documents, written statement by the current owner and history documents.
- Evidence that the current owners are the owners (have legal title) and have the right to both sell and transfer the title to the new owner. In the case of a property or land purchase, this may include evidence of any legal covenants, rights (such as fishing, shooting, mineral, drainage), long or short-term tenancies, rights of way or access, or any other interests which are attached to the land or building.
- An independent valuation on an open-market basis for the heritage asset(s) you wish to buy. This should include the valuer's reasoning to support the valuation, not just a statement of the value. For land and property acquisitions we welcome valuations by the District Valuer. You do not need to commission a valuation for items which are the subject of an export stop or part of the Treasure Valuation Process.
- Evidence that you have followed current guidance on portable antiquities, illegal trade, and items and collections that could be sensitive. You should provide a statement outlining your research into the relevant laws and guidelines on ethical acquisitions.
- A description of how you will manage the buildings, land or heritage items and keep them secure, both at the time you buy them and in the future.
- A conservator's report stating whether the heritage has any conservation needs and, if so, how you will meet those needs. The report should include evidence that your organisation has the right environmental conditions to house the purchase.

We will not support purchases that we think are above market value. An independent valuation of the item(s) you wish to purchase will take place as part of the assessment process. We will normally be prepared to support a purchase at a figure up to 10% above the top of any range in an accepted valuation.

The eligible costs associated with a purchase include:

- the purchase price itself
- fees incurred by your organisation as the buyer including valuations, agent's fees and the buyer's premium for purchases at auction
- unreclaimable VAT

Please make sure these are reflected in your cost table.

Ineligible costs include:

- seller's fees (for example, legal and agent's fees)

You should also include the costs of all the other activities you will do in your project once you have bought the buildings, land or heritage items.

If you already manage the heritage asset(s) that you want to buy, you will need to show us what extra benefits the purchase will bring. You will need to show that all options for entering into an appropriate management agreement with the existing owner have been explored before seeking a grant for purchase.

We will fund buying works of art, archives, objects and other collections that are important to the heritage and which were created more than 10 years ago. We will also fund buying more recent items of heritage importance, but only if they are part of a larger collection, which is more than 10 years old.

We will not give priority to a purchase simply because of an export stop. An export stop gives organisations a chance to raise money needed to buy an item or collection that is intended for export. The export stop defers the export licence for a specified period in order that an offer may be made from within the UK. If you intend to apply to us you should contact your local office as soon as possible, and within the first deferral period.

If your project includes buying buildings, land or heritage items, the terms of the grant will last indefinitely. We may require a charge on the item(s), land or buildings. If you wish to dispose of what you have bought in future, you must ask for our permission, and we may claim back our grant. If you already have the item(s) on loan to your organisation, you will need to show us what extra benefits buying them will bring.

There is unlikely to be sufficient public benefit in the acquisition of a heritage item by one publicly funded collection from another for us to consider funding the purchase. This may not be the case, however, if the acquisition directly relates to saving heritage at risk, and a grant may be approved if the object, land, building or collection is at risk of loss from the public domain due to the organisational failure of the current owner.

If you need an urgent decision from us, you must contact your local office to discuss this before you apply. You may use your application or Expression of Interest to indicate the reasons you require a fast-track application. We can only consider offering fast-track decisions for buying heritage items or collections if the deadline means we cannot assess your application within our usual timetable.

Our staff will discuss with you the implications of our fast-track procedure for your application. If you have a short amount of time to buy the item(s), we ask you to provide us with details of how this object will be integrated into your existing learning activities and public programmes. We will expect activities and programmes to be appropriate for the object you are acquiring.

## Community grants

Community and third-party grants schemes are pots of money that you can use to fund other groups or organisations to deliver small projects that help you achieve your overall aims for heritage. They can help you enhance engagement and widen the impact of your project.

Community grants can be used to fund activities or capital works to heritage assets. They can be awarded to not-for-profit community groups or private owners of heritage to undertake capital works to conserve that heritage. Community grants cannot be given to acquire land, buildings or heritage items.

If you are the lead applicant, you will manage the community grant process and funding pot. You will be responsible for:

- inviting and assessing applications through a fair, open and transparent process
- establishing a panel to make decisions to award or reject grants
- reviewing progress made on the project to ensure it is satisfactory
- making grant payments
- monitoring compliance with the terms of the community grant, resolving any issues and repayment of the grant if necessary

In your application you should explain what the aims of your community grant scheme are, how it contributes to the wider project and how it will be managed.

We recommend that the community grants pot should not exceed £200,000. Individual grants should be limited to £10,000 for activities and £25,000 for capital works. If your project needs a larger community grants pot or to make bigger awards for conservation of historic buildings, you will need to justify this in your application.

You will need to formalise the grant award in a third-party agreement between you and the community grant recipient which defines the activities to be delivered and sets out the terms of the grant. Community grant recipients must sign up to our standard terms of grant, with particular reference to the following (where relevant):

- overall Grant Expiry Date
- acknowledgement of National Lottery funding
- clawback
- project monitoring
- unspent grant
- procurement
- digital requirements
- land and property in third-party ownership

You will need to reflect these areas in your agreements with the community grant recipients, as you will be responsible for ensuring they understand and agree to the terms of grant.

Agreements with third-party landowners, including private owners, must secure the management and maintenance of capital works from the start of the work on the project until 10 years after the project's completion.

You may include costs for managing the grant scheme, including the costs of adapting and setting up any third-party agreements and taking legal advice, as part of the costs in your application.

You will need to develop a fair and transparent application process with clear guidelines. You must submit your application and monitoring process to us for approval before the community grant scheme is launched.

You should have clear criteria for applications and make these criteria publicly available along with a list of your awards.

You must undertake due diligence before awarding community grants. As a minimum you will need to request the following from an applicant:

- the organisation's governing document (unless they are a public sector organisation or private owner of heritage)
- proof of ownership if the project involves work to land, buildings or heritage items (for example, deeds, leases or any information relating to mortgages)
- copy of recent accounts or last three months of bank statements

Decisions to award or reject applications must be made by a grants panel. Members of the panel should not all be from the same organisation, and it should not include organisations or individuals who may wish to apply for grants from the community pot. This is a conflict of interest.

You will need to ensure that the community grant recipients have complied with the terms of your community grant scheme and the grant has been used appropriately. To do this you will need to gather evidence from the community grant recipient. The level of detail you request should be proportionate to the grant amount.

You will need to resolve any issues with the community grant recipient including the arrangements for repayment or clawback of the grant.

You will have overall responsibility for reporting to us on the progress of the community grants and will need to produce an evaluation report at the end of your project. You must make sure that you allocate sufficient budget to undertake this evaluation work.

# Legal and policy requirements

## Ownership

We expect you to own any property (land, buildings, heritage items or intellectual property) on which you spend the grant or have a lease that meets our requirements.

You must own the freehold or have a lease with at least 20 years left to run after the Project Completion Date for your delivery phase.

The Project Completion Date is the date we let you know that we have recorded the Project as complete.

All leases must meet the following requirements:

- we do not accept leases with break clauses (these give one or more parties to the lease the right to end the lease in certain circumstances)
- we do not accept leases with forfeiture on insolvency clauses (these give the landlord the right to end the lease if the tenant becomes insolvent)
- you must be able to sell on, sublet the whole or part, and mortgage your lease but if we award you a grant, you must first have our permission to do any of these

If the subject of your project is land or a heritage building that is owned by a third party or multiple third parties we will usually expect the owner to become a joint grantee. In some situations, rather than make the owner a joint grantee, we may ask them to sign an additional letter agreeing to comply with any terms of grant that relate to their property.

In this instance, a legal agreement should also be put in place between each land or building owner and the grantee. There is no prescribed form of agreement but we have specific requirements which should be included in any third party owner agreements.

At a minimum, the agreements should include the following:

- confirmation as to how the land or building is held (freehold or leasehold)
- a description of the property (including plans)

- covenants on the part of the owner to maintain the property and provide public access in accordance with the terms of the grant (as applicable)
- a provision that any onward disposal should be subject to the third party agreement
- confirmation that the agreement will last from the start of the work on the third party land until 10 years following the Project Completion Date for your delivery phase

The agreements will need to be completed and in place before any grant monies are released for work on any land or building owned by a third party.

## Taking security for the grant

In the instance that you are a non-public body, your project involves capital works and your grant is over £250,000, **it is our policy to take a charge over the grant-funded property**.

If you are a public body such as a local authority or a university we will require a restriction on your Land Registry title to ensure you seek our consent before entering into any future transactions relating to the grant funded property.

If any of the above applies to your project, you will need to send us your solicitor's contact details as soon as possible if you are awarded a delivery phase grant.

Your solicitor will need to provide official copies of the current title register with plan or the necessary information to enable us to draft the charge documentation. This will include an undertaking from your solicitor to act on our behalf to carry out all relevant pre-completion searches and to register the charge at the Land Registry and at Companies House (if appropriate).

You will be responsible for the fees and costs of your solicitor, but you may include the cost of legal advice as part of the project costs in your application.

## Borrowing or loaning heritage items

If you are borrowing an item or collection as part of the project, for example, for an exhibition, and are asked to contribute towards the costs of conservation then we may accept this cost if it forms a small part of your project.

The owners of the item or collection may need to be included in your partnership agreement, or sign up to the terms of grant, if a grant is awarded. Please include this in your Expression of Interest if you think this will apply to your project.

If you are planning a capital building project with the purpose of storing or displaying a collection that you do not own we will require the owner of the collection to agree to the terms of grant (and any additional conditions set out in the grant contract) if a grant is awarded. Please include this in your Expression of Interest, if you think this will apply to your project.

## Capital works

We can fund capital works as part of your project. Capital works are defined as works that create or improve an asset.

For example, conservation of a heathland, repairs to a memorial and digitisation of a photographic archive would all be considered as capital works. Conducting archaeological excavation and other types of archaeological activity can include capital works.

If projects involve construction, we encourage restoration, conservation and reuse rather than new build. If new build works are necessary (for example to make sites inclusive, accessible or financially viable), please explain why as part of your application. All new build aspects of a project should be delivered to the highest environmental standards.

Your planned capital works should reflect the appropriate RIBA Work Stage for the application you are making. For a development phase application, planned capital works should be developed up to and including RIBA Work Stage 1. At the time of your development review, RIBA Work Stage 2 must be completed and significant progress made towards RIBA Work Stage 3. For a delivery phase application, capital works should be developed up to and including RIBA Work Stage 3 as a minimum.

The Royal Institute of British Architects provides more information on RIBA Work Stages.

If it is relevant to your project, we may ask you to submit a condition survey, and further evidence showing that the work you plan to do follows good practice.

You should include appropriate costs to cover predicted capital works inflation and appropriate contingency to address the risks of a heritage project involving capital works.

For landscape and nature capital projects we will prioritise those that focus on one or more of the following themes; support nature's recovery, deliver nature-based solutions to climate change and/or help people reconnect with nature.

## Projects involving land, habitat and species

If your project involves the conservation of a priority habitat or species, your project must help to meet UKBAP habitat and species targets, contribute to long-term sustainable management of the area involved and demonstrate a strategic approach to the conservation of a priority habitat or species.

While the land involved in the project may have some public access, such as paths or hides, we acknowledge that physical access may not always be appropriate or desirable for habitat conservation reasons.

Where appropriate, at completion, projects will be asked to apply for and achieve Green Flag Award for seven continuous years.

Though specialist play safety surfacing and professional sports surfaces are permitted as part of project plans, we will not support landscape projects that include installing artificial grass or plants, or use peat for horticultural or landscape purposes.

If applicable, planting stock should be sourced from bio secure sources such as Plant Healthy certified nurseries.

Any species observations must comply with the standards for data quality and accessibility as set out by the National Biodiversity Network (NBN) on the NBN Atlas. These observations must be made available to the public on an open licence at capture resolution, subject to sensitive species restrictions. If you are unsure how best to proceed, please contact the NBN directly to discuss the most appropriate data supply route.

Projects which include the re-introduction of species to the UK require a robust environmental case to be made, which will need to be supported by the relevant country nature conservation agency. The project will need to meet the guidelines established by IUCN/SSC Re-Introduction Specialist Group.

More information can be found in our nature and landscapes guidance.

## Insuring works and property

You must, with your contractors, take out appropriate insurance for any property, works, materials and goods involved in your project. All of these must be covered for their full reinstatement value against loss or damage, including inflation and professional fees. They must also be covered for the full duration of your grant contract.

If your project is affected by fire, lightning, storm or flood to the extent that you cannot complete the project as detailed in your application, we may consider claiming back our grant.

## Digital works

We have specific requirements for digital works produced as part of any project.

This covers anything you create in your project in a digital format that is designed to give access to heritage and/or help people engage with, and learn about, heritage.

For example, this could include photographs, text, software, web and app content, databases, 3D models, sound and video recordings. Items created in the management of the project, for example emails between team members and records of meetings, are not included in the requirement.

We ask you to share your digital outputs under an open licence. Our default open licence is CC-BY 4.0. This helps remove barriers to the use and reuse of funded works, enabling greater engagement with the UK's heritage. It also helps to ensure others give proper credit to your work.

Our regulations around digital works vary depending on grant size.

Read further guidance on producing digital materials as part of a project.

## Procurement

You must follow our procurement guidelines. As an overview, projects with any single goods, works or services worth more than £10,000 (excluding VAT), should get at least three competitive tenders/quotes. For all goods, works and services worth more than £50,000 (excluding VAT), you must provide proof of competitive tendering procedures.

Your proof should be a report on the tenders you have received, together with your decision on which to accept. You must give full reasons if you do not select the lowest tender. Depending on the nature of your organisation and project you may be required to comply with UK Procurement Legislation.

If a project partner is providing goods or services paid for through the grant, then you need to tell us why they have been chosen and why an open tender process is not appropriate. We will consider whether this is the best way to carry out your project and expect you to show value for money and meet any relevant legal requirements.

If you are unsure about your obligations, we advise you to take professional or legal advice. If you have already procured goods, works or services for the project that are worth more than £10,000, (excluding VAT), you will need to tell us how you did it. We cannot pay your grant if you have not followed the correct procedure.

## Staff recruitment

You must also openly advertise all project staff posts, with the following exceptions:

- You have a suitably qualified member of staff on your payroll that you are moving into a project post.
- You are extending the hours of a suitably qualified member of staff on your payroll so that they can work on the project. In this case we will fund the cost of the additional hours spent on the project and you will need to tell us about their role.

In these instances, you still need to provide a job description for the post that explains work the appointed staff member will carry out in the context of your project.

We are committed to ensuring that the heritage sector is inclusive and sustainable. You must use at least the Living Wage rate (and London Living Wage where applicable) for all project staff. Please show evidence of budgeting for at least the Living Wage rates in your staff costs and budgets.

Procedures to recruit consultants and contractors must be fair and open and keep to the relevant equality legislation.

## Subsidy control

If your application is successful, it is important to remember our grant comes from public funds and is subject to the Subsidy Control Act 2022. We ask that you familiarise yourself with the key requirements.

A subsidy is where a public authority provides financial support from public money that gives an economic advantage to the recipient, where that recipient can be considered to be engaged in economic activities. The majority of our grants will either not be a subsidy or will be able to proceed as a lawful subsidy which meets the requirements of the Subsidy Control Act 2022.

As a public body it is our responsibility to make the final determination of whether your grant is a subsidy and/or apply relevant exemptions as necessary and our subsidy control assessment is an important part of the application process. In preparing your application you should consider whether any particular subsidy control exemption is required for your project. We will expect your grant to comply with the principles of the subsidy control regime including the Act and published Statutory Guidance. If you are unsure whether your project will satisfy the relevant requirements you should seek independent legal advice.

We reserve the right to impose further requirements and seek further information in this respect and we will expect you to provide us with any assistance we may reasonably require in completing a subsidy control assessment.

## Government embargoes and sanctions

Our grants must not be used to fund organisations who are supporting extremism, criminal activity and/or who are subject to government embargoes and sanctions.

You must follow all legislation and regulations that apply to your project and carry out your own due diligence on any funds, contracts or individuals linked to places that may be subject to government embargoes and sanctions.

If your project is affected, please contact your Investment Manager or local office. We reserve the right to withhold grant payments if we consider public funds are at risk.

## Get in touch

If you have a question about our funding, please get in touch.

If you require further help with your application, find out more about the types of assistance and support we can provide.

If you want to find out about our complaints process, please visit our Customer Service page.

We are committed to treating all customers fairly and professionally. We expect the same behaviour in return. Find out more about our policy on dealing with unacceptable behaviour.

## Guidance updates

We will regularly review this guidance and respond to user feedback. We reserve the right to make changes as required. We will communicate any changes as quickly as possible via this webpage.

# Expression of Interest: £250,000 to £10million

30/01/2024

See all updates

We ask all applicants requesting a grant of £250,000 and above to submit an Expression of Interest before making an application.

We recognise the amount of work that goes into applying for funding and planning a project. The mandatory Expression of Interest (EOI) stage helps us to filter any projects which are unlikely to receive funding, and saves you time working on a full application unnecessarily.

The EOI word count is deliberately short (maximum 1,000 words) to minimise the time and effort for you to complete this stage.

We will use the information you provide to decide whether to invite you to submit a **development phase** application. The development phase is when you will develop your project, including creating designs and plans.

If your development phase application is successful, you will receive funding and have up to two years to develop a detailed project proposal for your **delivery phase** application. The delivery phase is when you will carry out your capital work and project activities.

If your EOI is unsuccessful, you cannot submit a project application. You will need to submit a new EOI first. You must wait **three months** before you do this.

## Before submitting

Please make sure you have read:

- what we fund
- the four investment principles we expect heritage projects to take into account

- the full application guidance for National Lottery Heritage Grants £250,000 to £10million

Explore our position and advice on using artificial intelligence (AI) tools in your Expression of Interest.

## How to submit

When you are ready, please complete the EOI on our online service.

You will need to register an account for yourself and your organisation. By doing so, you will become our main contact for your organisation. It is important to make sure you have the authority to complete the EOI and submit any future application on behalf of your organisation, if invited to apply.

There is no deadline to submit an EOI.

## Hearing back from us

We aim to respond to your EOI within **20 working days**.

We will let you know via email whether you are successful in being invited to submit a development phase application. You must apply with **12 months** of receiving the invitation.

If we are not inviting you to apply at this time, we will explain our reason.

Some common reasons include:

- not taking into account the two phases – first the development phase and then the delivery phase
- not taking into account all four investment principles
- repeating our list of investment principles rather than telling us how your project will respond to them
- telling us about capital work only
- not explaining the need/demand for the project nor wider support for it

## Expression of Interest questions

You can see the questions on the EOI below.

### Have you spoken to anyone at the Heritage Fund about your idea?

If so, tell us their name. If you can, also tell us when and where you spoke to them.

You have 50 words

### Describe what you will do during the project.

Provide an overview of your project and what you will do, including any tasks you have to do to achieve your project.

You have 200 words.

## Do you have a title for the project?

Give us a title or name we can refer to your project by. You can change this at any time.

If your application is successful, it will be used in any public posts made about your project and will be published on our website. Make sure you choose a title that you are happy for a wide range of people to see.

## Please outline how your project will respond to our four investment principles.

You must take all four investment principles into account in your project. You may focus more on some investment principles than others.

The strength of focus and emphasis on each principle is for you to decide and demonstrate. Our four investment principles will guide all our grant decision making under our strategy, Heritage 2033.

Our investment principles are:

- saving heritage
- protecting the environment
- inclusion, access and participation
- organisational sustainability

You have 300 words.

## Tell us about the heritage of the project.

Provide a factual description of the heritage as it is today.

This could include briefly telling us:

- if there is any official recognition
- what is important about the heritage
- who it is important to
- why it is distinct or unique

You have 100 words.

## What is the need for this project?

Briefly tell us why your project needs to happen, why it needs to happen now and what opportunities your project will address.

You have 200 words.

## How long do you think the project will take?

Tell us an estimated start and end date for your development phase and then your delivery phase.

You can take up to two years to complete your development phase.

After your development phase, you can take up to five years to complete your delivery phase.

Remember, you will need to take into account our quarterly application deadlines and our 12-week assessment period.

You have 50 words.

### How much is the project likely to cost?

Tell us the total estimated cost of your project as a whole, and then the separate costs for your development and delivery phases.

Remember to include costs for contingency, inflation and evaluation in both the development and delivery phases.

If you are applying for a grant under £1million, you must contribute at least 5% of your project costs. For grants over £1million, you must contribute at least 10% of your project costs.

If you can, tell us where your contribution may come from.

You have 200 words.

### How much funding are you planning to apply for from us?

Tell us how much you will be applying for from us. This should be the total amount for both your development and delivery phases. It should not include your contribution to your total project costs.

You will need to enter an amount.

### When are you likely to submit a funding application, if asked to do so?

If you are invited to submit a development phase application, tell us when you are likely to submit it.

Remember, we aim to respond to your EOI within 20 working days.

You have 50 words.

## Guidance updates

We will regularly review this guidance and respond to user feedback. We reserve the right to make changes as required. We will communicate any changes as quickly as possible via this webpage.

# Application questions: £250,000 to £10million

30/01/2024

See all updates

Questions from our National Lottery Heritage Grants £250,000 to £10m application.

Page last updated: 3 July 2026. See all updates.

Before you can apply for a grant over £250,000, you must submit an Expression of Interest to tell us about your idea. If you are successful, we will invite you to apply. After you are invited to apply, you will have 12 months to submit an application.

Use this page to:

- see what questions appear in the application for both the development and the delivery phases
- get guidance on how best to answer the application questions

Each question has a word limit; however, you don't need to reach this. Only include the information we ask for that is relevant to your project.

Explore our position and advice on using artificial intelligence (AI) tools in your grant application.

# Development phase application questions

## About the project

**Name of your organisation.**

[This cannot be adjusted]

**Project reference number.**

Projects which successfully pass their Expression of Interest and are invited to apply are given a project reference number.

[This cannot be adjusted]

**Project title.**

Give us a title or name we can refer to your project by.

This will be seen by our decision makers, and if your application is successful, will be used in any public posts made about your project and will be published on our website. Make sure you choose a title that you are happy for a wide range of people to see.

[Text field – 255 characters]

**Is this your organisation's first application to the Heritage Fund?**

[Select yes or no]

If yes: Tell us the reference number of your most recent application.

[Text field – 255 characters]

**Tell us the project title of your most recent application.**

[Text field – 255 characters]

**Describe what your organisation would like to achieve through your project.**

We will use your answer to tell people about your project including our decision makers.

Tell us what you hope to achieve and what you hope the legacy of your project will be.

We publish details of applications and grant awards on our website and in public databases. This is in line with our commitment to transparency and open data principles. We will use the information you have provided when answering this question to describe your project.

[Text input – 150 words]

**Tell us what you will do during your project.**

Provide a detailed overview of what you will do during your project.

For example, describe any:

- activities that you will be doing
- events that you will be hosting
- items or resources that you will be creating
- heritage items or buildings you will be restoring
- landscapes you will be improving

This helps us to understand what your project is all about.

[Text field – 5,000 characters]

**Where will your project take place?**

- Project street [Text field – 255 characters]
- Project city [Text field – 255 characters]
- Project county [Text field – 255 characters]
- Project post code [Text field – 100 characters]

For landscape projects, please provide an Ordnance Survey grid reference for your landscape.

[Enter reference]

**Explain what need and opportunity your project will address.**

Tell us about any problems and opportunities there are relating to how:

- your heritage is managed now and its condition
- people engage with the heritage now

Tell us how your project will address the above two problems and opportunities, and how your project fits with any local strategies or wider initiatives. Tell us about any feasibility and options appraisals that have been carried out and why your project is the best and most viable way forward. If your project will improve an area of landscape or townscape, tell us about the current condition of the area.

[Text field – 5,000 characters]

**Why does your project need to happen now?**

Tell us:

- if the risk to your heritage is critical
- about any partnership funding that is available to you now that won't be in the future
- what will happen if you do not get a grant from us

[Text field – 5,000 characters]

**Who else have you approached about funding your project?**

At this grant level you must contribute towards the costs of your project, depending on the amount of grant you are applying for.

Tell us about any funding:

- you have secured to help towards the cost of your project
- you are planning to apply for to support this project
- you will raise through fundraising or crowdsourcing

If you are providing the minimum required, or you are unable to provide any partnership funding, please explain why.

Tell us if you have raised any non-cash contributions to help you deliver your project.

[Text field – 5,000 characters]

**Tell us what advice you have received in planning your project and from whom.**

If you have spoken to anyone from The National Lottery Heritage Fund about your project, tell us about the advice you received and how you have used that advice to develop your project.

Tell us if you have received any specialist advice about your project from anyone else. This could be experts in the heritage your project focuses on or other organisations who will support you to deliver your project.

This could include:

- any consultation you have done with your local community and those who will be involved in your project
- any project proposal advice, such as from an architect or conservator

- any pre-application advice on planning and/or listed building consent matters, such as from your local authority or an archaeologist
- advice about how to address wellbeing for your project participants, such as from a charity or local group who can provide support which is relevant to their lived experience

[Text field – 5,000 characters]

**Will your project be delivered by a partnership?**

Tell us who your partners are, the nature of your partnerships and how you will work together.

If you are working with any other organisations to carry out your project, we would like to see your partnership agreement. This document should outline all partner's roles and responsibilities and should be signed by all parties. This agreement should reflect the needs of your project and you may need to seek independent advice.

You do not need to provide a partnership agreement unless any other organisations are delivering a significant part of your project.

Tick if yes.

[Tick box]

**Who are your partners? Please provide a named contact from each organisation.**

[Text field – 5,000 characters]

**Will any of your project take place in Wales?**

- No, none of our project will take place in Wales [Tick box]
- Yes, all or some of our project will take place in Wales [Tick box]

If yes: Tell us how the Welsh language will be used in your project.

If your project will take place in Wales, you must include the Welsh language in all aspects of your work.

Please tell us how you will use the Welsh language in your project, and make sure that this information is included in your project budget and plan. Please include budget for translation costs under the 'Other' costs category in the project costs section.

[Text field – 500 words]

## About the heritage

**Tell us about the heritage in your project and why it is important to your organisation and community.**

Provide a description of the heritage as it is today. If different types of heritage are involved, describe each of these.

Provide factual information about the heritage. For example:

- If your project is about heritage that is not physical (such as memories or cultural traditions), tell us about the subject and time period, if relevant.
- If your project is about physical heritage (such as a building, ship, historic object, collection or nature reserve), give us factual information about it, such as its size, when it dates from, the surviving features, its condition and why it is important to your local area.

Tell us:

- if there is any official recognition of this heritage, for example, it may be a listed building (if so, tell us its grade) or a Site of Special Scientific Interest
- what is important about the heritage, for example it may be a source of artistic, architecture or scientific interest
- who the heritage is important to, such as experts and/or the local community
- why the heritage is distinct or unique
- how the heritage relates to other heritage, for example in the local area or nationally

[Text field – 5,000 characters]

**Is the heritage considered to be at risk?**

Tick if yes.

[Tick box]

**Explain why and how you consider the heritage to be at risk.**

Explain why the heritage is under threat, and what actions have been taken (if any) to minimise the risk.

For example, it could be at risk of loss through physical damage or neglect, or financial shortfalls. In the case of oral and community histories, it could be at risk of loss through people passing on. Public access to the heritage may also be at risk of loss.

If your project involves a building or a monument, tell us if it is on a buildings or monuments at Risk Register, for example Historic England's Heritage at Risk Register.

If your project involves several buildings in a conservation area, tell us if the conservation area is on an at Risk Register.

If your project involves natural heritage, tell us if the landscape, geology, habitat or species is at risk and in what way (for example, identified in a Biodiversity Action Plan as a priority).

Tell us:

- the current condition of the heritage
- how it is currently managed and by who
- how people currently engage with the heritage

[Text field – 5,000 characters]

**Has a condition survey been undertaken for the heritage asset in the last five years?**

Tick if yes.

If your project involves the conservation of heritage, you must provide a condition survey or another appropriate document (for example, a draft or outline conservation plan). This document should tell us the current condition of the heritage and the works that are needed to return the heritage to a good condition.

For example, if you plan to conserve a local place of worship, you will need to know the current condition and what repair works are needed. The survey or report should also indicate the relative priority of the proposed works so you know which are the most critical and need to be tackled most urgently.

There are other types of survey which could take place, including a building performance and energy efficiency survey, or a site survey which assesses the services and use of the site. An archive might also need a condition survey or audit, which is usually done by an archivist.

If you have had any kind of condition survey done, you can upload it later in the application.

[Tick box]

**Will you be undertaking any capital work as part of your project?**

Tick if yes.

[Tick box]

If yes: please provide details.

Capital works are defined as works that create or improve an asset. These can include physical works to landscapes, nature and buildings, repair, conservation, new build, digitisation, or work to stabilise the condition of objects.

Examples of capital work:

- conservation of a heathland
- repairs to a historic building
- digitisation of a photographic archive

Tell us if any capital works will be part of your project, even if this is a small part of your overall project. Give us an initial breakdown of the work you intend to carry out.

[Text field – 5,000 characters]

**If you are undertaking any capital work (including repair or refurbishment) to land, buildings or heritage items, tell us who owns it.**

- your organisation
- project partner
- neither
- N/A

**Please provide details about your capital works owner.**

If capital works are part of your project, you will need to tell us who owns the heritage. If you have them, we need to see any ownership documents. You can upload these later on in the application.

If your organisation owns the heritage, tell us:

- if your organisation has the freehold of the building or land, or own outright the heritage items
- if your organisation has the lease of the building or land and how many years are left to run on the lease
- If your organisation has, or is planning to take out, a mortgage or other loans secured on the building or land, or heritage item. If so, give us details of the lender and the amount of the mortgage or loan.

If a partner organisation owns the heritage, tell us:

- the name of the partner organisation
- if the project partner has the freehold of the building or land, or own outright the heritage items
- if the project partner has the lease of the building or land and how many years are left to run on the lease
- if the project partner has, or is planning to take out, a mortgage or other loans secured on the building or land, or heritage item
- if so, give us details of the lender and the amount of the mortgage or loan

If you do not currently meet our ownership requirements, tell us the date when you expect to do so. If you have any ownership documents, you can upload them later in the application.

[Text field – 5,000 characters]

**Are there are legal conditions, restrictions or covenants associated with the heritage asset which may affect your project?**

[Tick box]

Please provide details.

Tell us if the register of title or other ownership documents contain any restrictions or limitation on its use or ownership, or if it requires any consents for any dealings. If so, you will need to give us the full details and evidence that these are satisfied.

This could include:

- a Restrictive Covenant limiting the type of use for the land or property
- a restriction giving another party a right to be notified of any dealing or state conditions that would need to be resolved before the property is sold

[Text field – 5,000 characters]

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

Select one of:

- yes
- no
- N/A

## Managing your project

**Has your organisation taken on a project of this scale in the last five years?**

[Tick if yes]

If yes: please provide details.

[Text field – 5,000 characters]

**Tell us why this is the most appropriate project for your organisation to take on at this time.**

What other strategies have been considered? What will you do if the project does not go ahead?

[Text field – 5,000 characters]

**Our funding is subject to the Subsidy Control Act 2022. Tell us whether you consider the funding applied for to be a Subsidy within the Act and any advice you may have taken.**

If your application is successful, it is important to remember our grant comes from public funds and may be subject to the Subsidy Control Act 2022.

Find out more about subsidy control in the Legal and policy requirements section of the programme guidance.

[Text field – 500 words]

**Does your organisation need to undertake any capacity building activity to better deliver your project?**

For example, do you need to review your financial or HR system, develop your business plan or build fundraising capacity? Do you need to bring in any extra skills or expertise?

Tell us whether you will be making changes to the governance of your organisation to enable you to deliver your project more effectively. You can include the costs of professional support for a governance review in your project costs.

[Text field – 5,000 characters]

**Tell us about any jobs or apprenticeships that you will create to deliver your project.**

Provide an estimate of any jobs and/or apprenticeships that will be created and will be directly involved in delivering your project. Tell us what their main roles will be and whether they are full-time or part-time positions.

If you are moving an existing member of staff into a post created by this project or extending the hours of an existing member of staff, tell us how they are qualified for the role created by the project.

Describe how you will choose the staff.

You will need to provide a job description for each role created for the development phase of your project as a supporting document to your application.

[Text field – 5,000 characters]

**What work will you do during the development phase of your project?**

Tell us about the key tasks you need to complete during your development phase. Tell us how you will produce all of the supporting documents required for your delivery phase application.

[Text field – 5,000 characters]

**Who are the main people responsible for the work during the development phase of your project?**

Provide detailed information about the team that will work on your development phase, including the person who will take overall responsibility.

Explain who is responsible for making decisions and approving changes to your project. Describe the reporting structure and how often meetings will take place.

Describe how you will choose the services and goods needed during your development phase.

You will also need to send us briefs for any consultants for your development phase. You can upload these later in the application.

[Text field – 5,000 characters]

**Who are the main people responsible for the work during the delivery phase of your project?**

Provide detailed information about the team that will work on your delivery phase, including the person who will take overall responsibility.

Tell us if you will need extra support from consultants or new staff.

Explain who is responsible for making decisions and approving changes to your project. Describe the reporting structure and how often meetings will take place.

Describe how you will choose the services and goods needed during your delivery phase.

You will also need to send us:

- project management structure
- briefs for any consultants

If you are sending us a project business plan, tell us where to find the information above in this. You can upload any of these supporting documents later in the application.

[Text field – 5,000 characters]

**What work will you do during the delivery phase of your project?**

Provide outline information about what your project will do during your delivery phase.

[Text field – 5,000 characters]

**How do you plan to cash flow the delivery phase of your project?**

Grant payments are made in arrears. You therefore need to ensure you are able to successfully cash flow the expenditure of your project in order to avoid experiencing financial difficulties. The exception to this is a development grant of less than £250,000.

You will need to provide a cash flow with your delivery phase application.

Tell us about any financial reserves, income from your organisation or other sources of funding you will access to cash flow the delivery phase of your project.

[Text field – 5,000 characters]

**Delivery start date.**

This can be an estimate.

[Select date]

**Delivery end date.**

This can be an estimate.

[Select date]

**Are there any fixed deadlines or key milestones that will restrict your project's timetable?**

Please tell us about any immovable dates that will affect your project and are beyond your control.

For example:

- dates when partnership funding offers may expire or when secured funds must be spent by
- anniversaries that your project is designed to celebrate
- external events that are key to your project’s success

[Text field – 5,000 characters]

## Our investment principles

Our four investment principles will guide all our grant decision making under our 10-year strategy, Heritage 2033.

Our investment principles are:

- saving heritage
- protecting the environment
- inclusion, access and participation
- organisational sustainability

You must take all four investment principles into account in your project. You may focus more on some investment principles than others.

For example:

- if your project is focused on restoring natural landscapes, you might want to emphasise both saving heritage and protecting the environment in your application
- if your project is focused on recording and sharing oral histories and skills development, you might concentrate more on inclusion, access and participation and organisational sustainability

The strength of focus and emphasis on each principle is for you to decide and demonstrate.

**Explain how your project will save heritage.**

[Text field – 5,000 characters]

**Explain how your project will protect the environment.**

[Text field – 5,000 characters]

**Explain how your project will increase inclusion, access and participation.**

[Text field – 5,000 characters]

**Explain how your project will improve your organisational sustainability.**

[Text field – 5,000 characters]

## After the project ends

**How will you maintain the benefits of your project and meet any related costs?**

Tell us how you will manage the benefits of your project after the funding ends.

For example:

- what will happen to the things you produce as part of the project, for example if these will be donated to a local archive or kept on display by your organisation
- how you will manage the heritage in the future, for example if you will keep employing staff to help maintain a site you have restored

- how you will deal with any costs related to maintaining the heritage once the project ends, for example utility costs for a newly opened building

[Text field – 5,000 characters]

**How will you evaluate the success of your project and share the learning?**

You must evaluate your project and provide a written evaluation report once you finish your project.

You will need to create an evaluation plan at the start of your project. This will be an outline of how you are going to collect data to measure, analyse and understand what you are doing and ultimately to provide evidence about what your project has achieved.

Tell us who will carry out your evaluation. This could be staff within your organisation or a person or organisation who you will need to employ. You should provide a brief for this work as a supporting document.

We would expect to see costs for your evaluation included in your project costs.

[Text field – 5,000 characters]

## Project costs and income

**Tell us about the costs and income for your project.**

This includes both your development phase and your potential delivery phase.

You should include all costs and income relating to your project.

There are different headings for each cost type you can choose from, and for each type of income you might receive to support your project.

Choose the income type which best suits each source of income you will be receiving.

More information about the delivery phase project costs and income can be found in the delivery phase application questions below.

You will be shown a summary of your total project costs and income.

**Development phase project costs:**

**Capacity building activity**

- This includes anything you may need to do to increase your organisation’s capacity to deliver the project. This might include a review of your human resources or finances, bringing in extra skills or expertise, or making changes to the governance of your organisation.

**Opening-up works/surveys**

- This can include any initial surveys or reports you may need to have done on a site, building, landscape or resource.

**Professional fees**

- Include costs for any services you will need to pay for during your project. For example, a building surveyor, landscape architect or a conservator.
- Fees should be in line with professional guidelines and based on quotes from the professional or professional body you are paying.

**Recruitment**

- This can include the cost of advertising and any travel expenses for interviews. We expect your organisation to keep to good human-resource practice and follow all relevant laws.

**Full cost recovery**

- Full cost recovery is a cost type used to cover indirect costs of a project. Indirect costs include overheads, or costs which are not directly related to the project your organisation is delivering, but which are essential for the running of your organisation.
- If you are an organisation in the voluntary sector, we can cover a proportion of your organisation's overheads, which must be appropriate to the time or resources used for your project. By voluntary sector we mean organisations that are independent of government and whose governance, finance and resources have a voluntary focus. For example, a voluntary sector organisation might:
    - have a Board of Trustees
    - be funded by grants and donations
    - rely upon volunteers to carry out their aims

**Other costs (development phase)**

- Include development phase costs that do not fit within any of the other cost headings. Please make sure you give a clear description of what these costs are.
- You might include costs here for any scoping or planning work you will do to address the investment principles during your project.
- If your project is taking place in Wales, make sure you include sufficient costs for translation into the Welsh language.
- You may also wish to include costs for reasonable adjustments here.

**Volunteer time**

- This is the time that volunteers give to support the delivery of your project. This could include administrative work, clearing a site or working as a steward at an event.
- You should not include costs for the time of people who will take part in your activities (for example, people who attend a workshop or go on a guided tour).
- We use a standard rate of £20 per hour to calculate volunteer time.

- Volunteer time must be included in both the cost and income section of your application. This is because we recognise the value of this contribution.

**Non-cash contributions**

- This is anything you need for your project that you do not have to pay for (for example, room hire or equipment). We can only accept non-cash contributions if they are direct project costs that could have been part of your project budget.
- Non-cash contributions must be included in both the cost and income section of your application. This is because we recognise the value of this contribution.

**New staff**

- Include costs for staff who will be working on your project. Make sure to also include any applicable on-costs.
- This could include new fixed-term contracts, secondments, apprenticeships and the costs of freelance staff to help deliver your project. Do not include the costs of paying trainees here.
- In some circumstances it may be appropriate to include costs for maternity leave and/or redundancy payments. We expect your organisation to keep to good human-resource practice and follow all relevant laws, including paying at least the National Living Wage to all project staff members.

**Contingency**

- This cost heading is mandatory. Contingency is used to pay for unexpected costs required to deliver your project.
- We would expect the amount of contingency included to help manage your identified challenges or risks. It should also reflect the scale of your project.
- Make sure that you only include your required contingency here and not within the other cost headings in your application.

**Development phase project income:**

- local authority
- other public sector
- central government
- private donation – individual
- private donation – trusts/charities/foundations
- private donations – corporate
- commercial/business
- own reserves
- other fundraising
- loan/finance
- non-cash contributions
- volunteer time

## Supporting documents required during the development phase

Before we assess your application, we need to see your supporting documents.

Some supporting documents are mandatory – these are documents which every project must provide for their development phase application. Other supporting documents are only mandatory if they apply to your project: for example, if you are commissioning any work, we will need to see briefs for that work.

Choose a clear, descriptive file name for each supporting document so we can easily identify each one.

Supported file types: .jpg, .doc, .docx, .pdf, .xls, .xlsx, .ppt, .pptx, .zip, .kml, .csv, .bmp, .tiff, .rtf, .png, .txt, .msg, .mp4, .eml, .ods, .odt, .webp

[Upload files]

**List of supporting documents for the development phase:**

##### Timetable for the development phase

This should be a detailed timetable for the development phase of your project. This is a **mandatory** document for all development phase projects.

##### Risks for the development phase

This is a document, known as a risk register, which tells us about any risks to the development phase of your project and how they will be managed. This is a **mandatory** document for all development phase projects.

##### Timetable for delivery phase

This should be a summary timetable for the delivery phase of your project. This is a **mandatory** document for all development phase projects.

##### Risks for the delivery phase

This is a document, known as a risk register, which tells us the risks to the delivery phase of your project and how they will be managed. This is a **mandatory** document for all development phase projects.

##### Main risks document for after the project is completed

This is a document to tell us about the main risks facing the project after it has been completed and how they will be managed. This is a **mandatory** document for all development phase projects.

##### Accounts

You must provide your most recently audited or accountant verified accounts for the last three years and your management accounts for the current year. Accounts need to be:

- in the **legal name** of your organisation
- **dated**
- signed with a **handwritten signature**; this does not include digital signatures

- Include the **title** of the person who is signing them. This person must be a director, trustee, accountant, or other senior figure in your organisation.

If your organisation's accounts are older than 18 months, you must also provide three months of your most recent bank statements. This should be the three months before the date you submit your application.

If your organisation was set up less than 14 months ago and does not have a set of audited accounts, you must provide your last three bank statements or a signed letter from your bank confirming that your organisation has opened a bank account.

We do not need to see your accounts if you are a public organisation, for example a local authority or university.

This is a **mandatory** document for all development phase projects unless your organisation is exempt from providing them.

#### Detailed cost breakdown

You must provide a spreadsheet detailing the costs you outlined when completing the project costs section of your application.

We require a detailed spreadsheet of project expenditure and income, with reference to the budget headings used in your application, itemising each aspect.

This is a **mandatory** document for all development phase projects.

#### Partnership agreements

If you plan to work with a partner to carry out your project, you will need to provide a partnership agreement. This document should outline both partner's roles and responsibilities and should be signed by all parties. This document should reflect the needs of your project and you may need to seek independent advice on how to best write an agreement.

A partner is another organisation or third-party body that is integral to the delivery of your project, for example the owner of an item, building, land or collection that is involved in your project. Partners are not subcontractors. They will take on an active role in the project and will be involved in the project. They will help to report on progress, attend regular partnership meetings and support project evaluation.

#### Job descriptions

If you plan to recruit new staff or apprentices to help you deliver your project, you need to provide a job description for each new post. Each job description should include the proposed salary and working hours.

#### Briefs for commissioned work

Briefs describe any work you plan to commission during the development phase of your project. If you are commissioning work, for example, from an artist or an architect, then you should upload a brief.

The brief should describe the works, how long they will take, and how much they will cost.

For fees over £10,000 you should get three competitive tenders or quotes. For fees over £50,000 we will expect you to provide proof of the competitive tendering process.

#### Images

You should provide up to six images that help illustrate your project. For example, an image of a map of the area showing the locations involved in your project, if it is taking place across more than one place or across a large area.

Please make sure you have all the permissions required to share these with us, as we may use these to tell people about your project, including our decision makers. If your project is successful, we may use any images to promote your project.

#### Evidence of support

You should provide up to six pieces of evidence of support from other organisations or individuals who are committed to helping deliver your project or are key to your project's success. This could include:

- permission from landowners to access sites
- confirmation from a local museum that they will host your exhibition
- confirmation from a local community group that their members will take part in your planned activities
- offers of support from other funding organisations
- independent valuations for land, buildings or heritage items you intend to buy

We do not need to see general statements in support of your project.

#### Calculations of full cost recovery included in your development phase costs

If you have included full cost recovery as a cost heading in your project costs, you must provide a document that shows how you have calculated this. Costs should be proportionate to the time or resources used for your project. We can also cover a proportion of the cost of an existing member of staff, as long as they are not working exclusively on the funded project in a new post.

We cannot accept applications that include full cost recovery from public sector organisations (for example, government-funded museums, local authorities or universities).

#### Business plan

You must submit your organisation's current business plan. A business plan is not the same as a project plan. It focuses on the overall organisation and not specific project activities.

If you do not have a business plan, please upload the document you work with to manage your heritage. If you are an organisation which manages multiple sites or are, for example, a Local Authority, upload the documents most relevant to the heritage. This is a **mandatory** document for all development phase projects.

#### Condition survey

If your project involves the conservation of heritage, you must provide a condition survey or another appropriate document to tell us the current condition of the heritage and the works that are needed to return the heritage to a good condition.

The survey or report should also indicate the relative priority of the proposed works so you know which are the most critical and need to be tackled most urgently. There are other types of survey which could take place, such as a building performance and energy efficiency survey.

#### Ownership documents

If you are planning any capital works, or intending to purchase land, buildings or collections, please provide copies of any relevant ownership documents. For example, Land Registry ownership documents or a lease or heads of terms.

### Heritage Enterprise supporting documents

If you are making a Heritage Enterprise application, you should also upload:

- a viability appraisal that provides a reasonable indication of the conservation deficit
- design specification for any capital works to be undertaken during the development phase
- Two or three of the most recent and relevant documents that describe the vision and strategy for the area, if applicable. For example, documents from the local development framework, area action plan, master plan, regeneration strategy or tourism strategy.

## Declaration

### Confirm declaration

We run qualitative user research to help us to develop our products and services. This could be from a 20-minute survey to a two-hour interview.

Tick this box if you would like to be involved in our research, or find out more. [Tick box]

I have read and agreed with the declaration. [Tick box]

### a) Data Protection

We are committed to being as open and transparent 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. We follow all data protection laws and regulations that are applicable and in force from time to time (the 'Data Protection legislation'). As defined by the Data Protection legislation the Trustees of the National Heritage Memorial Fund (who administer the National Lottery Heritage Fund) is a data controller. Our Privacy Policy contains additional information including contact information for our Data Protection Officer. It can be found on the National Lottery Heritage Fund website.

As part of the application process we will collect your name, contact information and position at the organisation you represent as well as any additional personal information you supply about others involved in your project. We may share this information with one of the consultants on our Register of Support Services if they are appointed to help support you on your project. We do not transfer your data to any third parties based outside of the EU.

We may use your application form and other documents you give us, and the data contained within:

- 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 National 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. This may include sharing your information and any subsequent publicity with third party partner distributors.

**b) Freedom of Information**

As a public organisation we are subject to the Freedom of Information Act 2000 and Environmental Information Regulations 2004 which give the public a right of access to the information that we hold, unless any exemptions apply. This includes any recorded information provided to us by our applicants and grantees.

When you complete the Declaration at the end of the application form, you are confirming that you have no objection to us releasing the application form and any other information you provide to us to anyone who asks to see them once your application has completed the assessment process. If there is any information that you don't want made publicly available, please explain your reasons below:

[Text box]

If we receive a request for information we will always consult you first and will take your comments into account and will apply the exemptions in the Freedom of Information Act 2000 and Environmental Information Regulations 2004. However, the decision to release or withhold your information is our decision and we will not be responsible for any loss or damage you suffer as a result of our meeting these responsibilities.

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

[Tick box if you would like 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, if awarded a grant, to accept and pay back the grant.
- I confirm that, as far as I know, the information in this application is true and correct.
- I consent to my personal data being used as described and understand that should the requirement change from that described I will be informed at the earliest convenience.

# Delivery phase application questions

## About the project

**Project title.**

Tell us the title of the project.

**Is this your organisation's first application to us?**

[Select yes or no]

If no:

Please tell us the reference number of your most recent application. [Text field – 255 characters]

Please tell us the project title of your most recent application. [Text field – 255 characters]

**Describe what your organisation would like to achieve through your project.**

We will use your answer to tell people about your project including our decision makers.

Tell us what you hope to achieve and what you hope the legacy of your project will be.

We publish details of applications and grant awards on our website and in public databases. This is in line with our commitment to transparency and open data principles. We will use the information you have provided when answering this question to describe your project.

[Text field – 150 words]

**Tell us what you will do during your project.**

Provide a detailed overview of what you will do during your project.

For example, describe any:

- activities that you will be doing
- events that you will be hosting
- items or resources that you will be creating
- heritage items or buildings you will be restoring
- landscapes you will be improving

This helps us to understand what your project is all about.

[Text field – 5,000 characters]

**Where will your project take place?**

- Project street [Text field – 255 characters]
- Project city [Text field – 255 characters]
- Project county [Text field – 255 characters]
- Project post code [Text field – 100 characters]

For landscape projects, please provide an Ordnance Survey grid reference for your landscape. [Text field – 5,000 characters]

If your project will take place across different locations, please use the postcode where most of the project will take place.

**Explain what need and opportunity your project will address.**

[Text field – 5,000 characters]

**Why does your project need to happen now?**

[Text field – 5,000 characters]

**Who else have you approached about funding your project?**

At this grant level you must contribute towards the costs of your project, depending on the amount of grant you are applying for.

Tell us about any funding:

- you have secured to help towards the cost of your project
- you are planning to apply for to support this project
- you will raise through fundraising or crowdsourcing

If you are providing the minimum required, or you are unable to provide any partnership funding, please explain why.

Tell us if you have raised any non-cash contributions to help you deliver your project.

[Text field – 5,000 characters]

**Tell us what advice you have received in planning your project and from whom.**

If you have spoken to anyone from The National Lottery Heritage Fund about your project, tell us about the advice you received and how you have used that advice to develop your project.

Tell us if you have received any specialist advice about your project from anyone else. This could be experts in the heritage your project focuses on or other organisations who will support you to deliver your project.

This could include:

- any consultation you have done with your local community and those who will be involved in your project
- any project proposal advice, such as from an architect or conservator

- any pre-application advice on planning and/or listed building consent matters, such as from your local authority or an archaeologist
- advice about how to address wellbeing for your project participants, such as from a charity or local group who can provide support which is relevant to their lived experience

[Text field – 5,000 characters]

**Will your project be delivered by a partnership?**

[Select yes or no]

If yes: Who are your partners?

Provide a named contact from each organisation.

Tell us who your partners are, the nature of your partnerships and how you will work together.

If you are working with any other organisations to carry out your project, we would like to see your partnership agreement. This document should outline all partner's roles and responsibilities and should be signed by all parties. This agreement should reflect the needs of your project and you may need to seek independent advice.

You do not need to provide a partnership agreement unless any other organisations are delivering a significant part of your project.

[Text field – 5,000 characters]

**Will any of your project take place in Wales?**

- No, none of our project will take place in Wales [Tick box]
- Yes, all or some of our project will take place in Wales [Tick box]

If yes: Tell us how the Welsh language will be used in your project.

If your project will take place in Wales, you must include the Welsh language in all aspects of your work.

Please tell us how you will use the Welsh language in your project, and make sure that this information is included in your project budget and plan. Please include budget for translation costs under the 'Other' costs category in the project costs section.

[Text field – 500 words]

## About the heritage

**Tell us about the heritage in your project and why it is important to your organisation and community.**

Provide a description of the heritage as it is today. If different types of heritage are involved, describe each of these.

Provide factual information about the heritage. For example:

- If your project is about heritage that is not physical (such as memories or cultural traditions), tell us about the subject and time period, if relevant.
- If your project is about physical heritage (such as a building, ship, historic object, collection or nature reserve), give us factual information about it, such as its size, when it dates from, the surviving features, its condition and why it is important to your local area.

Tell us:

- if there is any official recognition of this heritage, for example, it may be a listed building (if so, tell us its grade) or a Site of Special Scientific Interest
- what is important about the heritage, for example it may be a source of artistic, architecture or scientific interest
- who the heritage is important to, such as experts and/or the local community
- why the heritage is distinct or unique
- how the heritage relates to other heritage, for example in the local area or nationally

[Text field – 5,000 characters]

**Is the heritage considered to be at risk?**

[Select yes or no]

If yes: Explain why and how you consider the heritage to be at risk.

Explain why the heritage is under threat, and what actions have been taken (if any) to minimise the risk.

For example, it could be at risk of loss through physical damage or neglect, or financial shortfalls. In the case of oral and community histories, it could be at risk of loss through people passing on. Public access to the heritage may also be at risk of loss.

If your project involves a building or a monument, tell us if it is on a buildings or monuments at Risk Register: for example, Historic England’s Heritage at Risk Register.

If your project involves several buildings in a conservation area, tell us if the conservation area is on an at Risk Register.

If your project involves natural heritage, tell us if the landscape, geology, habitat or species is at risk and in what way (for example, identified in a Biodiversity Action Plan as a priority).

Tell us:

- the current condition of the heritage
- how it is currently managed and by who
- how people currently engage with the heritage

[Text field – 5,000 characters]

**Will you be undertaking any capital work as part of your project?**

[Select yes or no]

If yes: Please provide details.

Capital works are defined as works that create or improve an asset. These can include physical works to landscapes, nature and buildings, repair, conservation, new build, digitisation, or work to stabilise the condition of objects.

Examples of capital work:

- conservation of a heathland
- repairs to a historic building
- digitisation of a photographic archive

Tell us if any capital works will be part of your project, even if this is a small part of your overall project. Give us an initial breakdown of the work you intend to carry out.

[Text field – 5,000 characters]

**If you are undertaking any capital work (including repair or refurbishment) to land, buildings or heritage items, tell us who owns it.**

- your organisation
- project partner
- neither
- N/A

**Please provide details about your capital works owner.**

If capital works are part of your project, you will need to tell us who owns the heritage. If you have them, we need to see any ownership documents. You can upload these later on in the application.

If your organisation owns the heritage, tell us:

- if your organisation has the freehold of the building or land, or own outright the heritage items
- if your organisation has the lease of the building or land and how many years are left to run on the lease
- If your organisation has, or is planning to take out, a mortgage or other loans secured on the building or land, or heritage item. If so, give us details of the lender and the amount of the mortgage or loan. If you have one, upload an ownership document.

If a partner organisation owns the heritage, tell us:

- the name of the partner organisation
- if the project partner has the freehold of the building or land, or own outright the heritage items
- if the project partner has the lease of the building or land and how many years are left to run on the lease
- if the project partner has, or is planning to take out, a mortgage or other loans secured on the building or land, or heritage item
- if so, give us details of the lender and the amount of the mortgage or loan

If you do not currently meet our ownership requirements, tell us the date when you expect to do so.

[Text field – 5,000 characters]

**Are there are legal conditions, restrictions or covenants associated with the heritage asset which may affect your project?**

[Tick box]

Please provide details.

Tell us if the register of title or other ownership documents contain any restrictions or limitation on its use or ownership, or if it requires any consents for any dealings. If so, you will need to give us the full details and evidence that these are satisfied.

This could include:

- a Restrictive Covenant limiting the type of use for the land or property
- a restriction giving another party a right to be notified of any dealing or state conditions that would need to be resolved before the property is sold

[Text field – 5,000 characters]

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

Select one of:

- yes
- no

## Managing your project

**Has your organisation taken on a project of this scale in the last five years?**

Please provide details.

[Text field – 5,000 characters]

**Tell us why this is the most appropriate project for your organisation to take on at this time.**

What other strategies have been considered? What will you do if the project does not go ahead?

[Text field – 5,000 characters]

**Our funding is subject to the Subsidy Control Act 2022. Tell us whether you consider the funding applied for to be a Subsidy within the Act and any advice you may have taken.**

If your application is successful, it is important to remember our grant comes from public funds and may be subject to the Subsidy Control Act 2022.

Find out more about subsidy control in the Legal and policy requirements section of the programme guidance.

[Text field – 500 words]

**Does your organisation need to undertake any capacity building activity to better deliver your project?**

For example, do you need to review your financial or human resources system, develop your business plan or build fundraising capacity? Do you need to bring in any extra skills or expertise?

Tell us whether you will be making changes to the governance of your organisation to enable you to deliver your project more effectively. You can include the costs of professional support for a governance review.

What work have you undertaken to strengthen the capacity of your organisation to deliver this project during the development phase?

[Text field – 5,000 characters]

**Tell us about any jobs or apprenticeships that you will create to deliver your project.**

Tell us about any jobs and/or apprenticeships that will be created and will be directly involved in delivering your project. Tell us what their main roles will be and whether they are full-time or part-time positions.

If you are moving an existing member of staff into a post created by this project or extending the hours of an existing member of staff, tell us how they are qualified for the role created by the project. Tell us how you will manage the work they are currently doing, or if this is coming to an end.

You will need to provide a job description for each role created for the delivery phase of your project as a supporting document to your application.

[Text field – 5,000 characters]

**Who are the main people responsible for the work during the delivery phase of your project?**

Provide detailed information about the team that will work on your delivery phase, including the person who will take overall responsibility.

Tell us if you will need extra support from consultants or new staff.

Explain who is responsible for making decisions and approving changes to your project. Describe the reporting structure and how often meetings will take place.

Describe how you will choose the services and goods needed during your delivery phase.

You will also need to send us:

- project management structure
- briefs for any consultants

If you are sending us a project business plan, tell us where to find the information above in this.

[Text field – 5,000 characters]

**What work will you do during the delivery phase of your project?**

Provide outline information about what your project will do during your delivery phase.

[Text field – 5,000 characters]

**How do you plan to cash flow the delivery phase of your project?**

Grant payments are made in arrears. You therefore need to ensure you are able to successfully cash flow the expenditure of your project in order to avoid experiencing financial difficulties. The exception to this is a development grant of less than £250,000.

You will need to provide a cash flow with your delivery phase application.

Tell us about any financial reserves, income from your organisation or other sources of funding you will access to cash flow the delivery phase of your project.

[Text field – 5,000 characters]

**Delivery start date.**

[Select date]

You will not be able to start the delivery phase of your project until your application has been successful.

**Delivery end date.**

[Select date]

**Are there any fixed deadlines or key milestones that will restrict your project's timetable?**

Please tell us about any immovable dates that will affect your project and are beyond your control.

For example:

- dates when partnership funding offers expire or secured funds must be spent by
- anniversaries that your project is designed to celebrate
- external events that are key to your project’s success

[Text field – 5,000 characters]

## Our investment principles

Our four investment principles will guide all our grant decision making under our 10-year strategy, Heritage 2033.

Our investment principles are:

- saving heritage
- protecting the environment
- inclusion, access and participation
- organisational sustainability

You must take all four investment principles into account in your project. You may focus more on some investment principles than others.

For example:

- if your project is focused on restoring natural landscapes, you might want to emphasise both saving heritage and protecting the environment in your application
- if your project is focused on recording and sharing oral histories and skills development, you might concentrate more on inclusion, access and participation and organisational sustainability

The strength of focus and emphasis on each principle is for you to decide and demonstrate.

**Explain how your project will save heritage.**

[Text field – 5,000 characters]

**Explain how your project will protect the environment.**

[Text field – 5,000 characters]

**Explain how your project will increase inclusion, access and participation.**

[Text field – 5,000 characters]

**Explain how your project will improve your organisational sustainability.**

[Text field – 5,000 characters]

## After the project ends

**How will you maintain the benefits of your project and meet any related costs?**

Tell us how you will manage the benefits of your project after the funding ends.

For example:

- what will happen to the things you produce as part of the project, for example if these will be donated to a local archive or kept on display by your organisation
- how you will manage the heritage in the future, for example if you will keep employing staff to help maintain a site you have restored
- how you will deal with any costs related to maintaining the heritage once the project ends, for example utility costs for a newly opened building

[Text field – 5,000 characters]

**How will you evaluate the success of your project and share the learning?**

You must evaluate your project and provide a written evaluation report once you finish your project.

You will need to create an evaluation plan at the start of your project. This will be an outline of how you are going to collect data to measure, analyse and understand what you are doing and ultimately to provide evidence about what your project has achieved.

Tell us who will carry out your evaluation. This could be staff within your organisation or an individual or organisation who you will need to employ. You should provide a brief for this work as a supporting document.

We would expect to see costs for your evaluation included in your project costs.

[Text field – 5,000 characters]

## Project costs and income

**Tell us how about the costs and income for your project.**

You should include all costs and income relating to your project.

There are different headings for each cost type you can choose from, and for each type of income you might receive to support your project.

The delivery phase costs are split into three categories: capital, activity and other.

Choose the income type which best suits each source of income you will be receiving.

**Delivery phase costs:**

**Capital costs:**

**Purchase price of heritage items**

- Eligible costs include the purchase price itself, valuations, agent's fees and buyer’s premium for purchases at auction.
- You cannot include seller's fees.
- If you are a private owner of a physical heritage asset or commercial organisation you cannot include costs here.

**Preliminary works**

- This includes scaffolding, any preliminaries or pre-construction archaeology.

**Repair and conservation work**

- This includes costs of work to repair, restore or conserve a heritage item, building or site.

#### New building work

- This only related to new building work (for example, an extension to a building or work to install an exhibition). If you are a commercial organisation, you cannot include costs here.

#### Other capital work

- Include any other costs for capital work here.

#### Digital outputs

- Costs for creating any digital works and meeting our digital requirements.

#### Equipment and materials (capital)

- This might include historic costumes, hard hats to give site access, art materials or leaflets and publications.

#### Other costs (capital)

- Please use ‘other’ for any costs that do not fit within the given cost headings. Give a clear description of these costs.

#### Professional fees (capital)

- This includes any person appointed for a fixed term to help with planning and delivering capital work in your project. This may include a project manager, architects or a quantity surveyor.

**Activity costs:**

#### New staff

- Include costs for staff who will be working on your project. Make sure to also include any applicable on-costs.
- This could include new fixed-term contracts, secondments, apprenticeships and the costs of freelance staff to help deliver your project. Do not include the costs of paying trainees here.
- In some circumstances it may be appropriate to include costs for maternity leave and/or redundancy payments. We expect your organisation to keep to good human-resource practice and follow all relevant laws, including paying at least the National Living Wage to all project staff members.

#### Training for staff

- This includes the cost of all trainers and resources needed to deliver activities to help staff gain new or increased skills.

#### Paid training placements

- This includes the cost of all placements and resources needed to deliver activities to help staff gain new or increased skills.

**Training for volunteers**

- This includes the cost of all trainers and resources needed to deliver activities to help volunteers gain new or increased skills.

**Travel and expenses for staff**

- This may include the cost of travelling to a site or venue. Travel costs by car should be based on 55p a mile.

**Travel and expenses for volunteers**

- This may include food, travel and any other expenses. Travel costs by car should be based on 55p a mile.
- This also includes the purchase and hire of all vehicles, equipment and materials relating to the activities that your volunteers deliver during your project.

**Event costs**

- This includes any costs associated with the running of events, including room hire, refreshments and equipment.

**Equipment and materials (activity)**

- Examples may include historic costumes, hard hats to give site access, art materials or leaflets and publications. Do not include materials relating to training or volunteers here.

**Other costs (activity)**

- Include any other costs such as food for events, learning activities or premises hire. Please give a clear description.

**Professional fees (activity)**

- This includes any person appointed for a fixed fee to help with planning and delivering the activities of your project. This may include consultants or artists and storytellers.

**Other costs:**

**Recruitment**

- This can include the cost of advertising and any travel expenses for interviews.
- We expect your organisation to keep to good human-resource practice and follow all relevant laws.

**Publicity and promotion**

- We can fund promotional materials that relate directly to your project.
- If we give you a grant, you must publicise and acknowledge this so that as many people as possible know about the benefits of National Lottery funding for heritage.

#### Evaluation

- This cost heading is mandatory as all projects must be evaluated.
- Include costs for evaluating your project from the beginning. You may wish to employ an individual or organisation to support you with this.
- We recommend the costs are proportionate to the scale of your project.

#### Other

- Include any other costs here. Provide a clear description of each cost.

#### Full cost recovery

- Full cost recovery is a cost type used to cover indirect costs of a project. Indirect costs include overheads, or costs which are not directly related to the project your organisation is delivering, but which are essential for the running of your organisation.
- If you are an organisation in the voluntary sector, we can cover a proportion of your organisation's overheads, which must be appropriate to the time or resources used for your project. By voluntary sector we mean organisations that are independent of government and whose governance, finance and resources have a voluntary focus. For example, a voluntary sector organisation might:
    - have a Board of Trustees
    - be funded by grants and donations
    - rely upon volunteers to carry out their aims
- Include any costs for full cost recovery here.

#### Community grants

- You can include costs for any payments to third party owners, including private owners, for activities and capital works that contribute to achieving your overall aims for your project.

#### Contingency

- This cost heading is mandatory. Contingency is used to pay for unexpected costs required to deliver your project.

- We would expect the amount of contingency included to help manage your identified challenges or risks. It should also reflect the scale of your project.
- Make sure that you only include your required contingency here and not within the other cost headings in your application.

#### Inflation

- Include any appropriate costs which will adequately cover predicted inflation. You should budget appropriately for inflation based on the project timescale, plus other factors such materials used, labour demands and location.

**Increased management and maintenance costs (maximum five years)**

- This includes any increased costs which may arise as a result of capital works which have taken place during your project.
- Increased management and maintenance costs must be included in both the cost and income section of your application form. This is because we recognise the value of this contribution.

**Non-cash contributions**

- This is anything you need for your project that you do not have to pay for (for example, room hire or equipment). We can only accept non-cash contributions if they are direct project costs that could have been part of your project budget.
- Non-cash contributions must be included in both the cost and income section of your application form. This is because we recognise the value of this contribution.

**Volunteer time**

- This is the time that volunteers give to support the delivery of your project. This could include administrative work, clearing a site or working as a steward at an event.
- You should not include costs for the time of people who will take part in your activities (for example, people who attend a workshop or go on a guided tour).
- We use a standard rate of £20 per hour to calculate volunteer time.
- Volunteer time must be included in both the cost and income section of your application form. This is because we recognise the value of this contribution.

**Delivery phase income:**

- local authority
- other public sector
- central government
- private donation – individual
- private donation – trusts/charities/foundations
- private donations – corporate
- commercial/business
- own reserves
- other fundraising
- loan/finance
- increased management and maintenance costs (maximum five years)
- non-cash contributions
- volunteer time

## Supporting documents required for during the delivery phase

Before we assess your application, we need to see your supporting documents.

Some supporting documents are mandatory – these are documents which every project must provide for their delivery phase application. Other supporting documents are only mandatory if they apply to your project: for example, if you are commissioning any work, we will need to see briefs for that work.

Choose a clear, descriptive file name for each supporting document so we can easily identify each one.

Supported file types: .jpg, .doc, .docx, .pdf, .xls, .xlsx, .ppt, .pptx, .zip, .kml, .csv, .bmp, .tiff, .rtf, .png, .txt, .msg, .mp4, .eml, .ods, .odt, .webp

[Upload files]

## List of supporting documents for the delivery phase

#### Activity plan or area action plan

You must provide an activity plan or area action plan as applicable. If you are working on an area-based project, you must produce an area action plan. If your project relates to activities and people, you must produce an activity plan.

#### Timetable plan or area action plan

This is a summary timetable for the delivery phase of your project.

#### Cash flow

This should be detailed for the first year and an outline for consecutive years.

#### Income and spending forecasts

This should include a forecast income and expenditure account, a cashflow forecast showing the expected monthly cashflow and statements of assumptions underlying the forecasts.

These should cover five years following project completion.

#### Project management structure

Outline your project management structure so we know who will make decisions and how you will control change during your project.

#### Detailed cost breakdown

Mandatory spreadsheet detailing the cost breakdown in the Project costs section of the application, including additional columns comparing costs at the award of your development grant, your development phase review and the submission of your delivery phase application.

#### Risks for the delivery phase

Outline the risks to the delivery phase of your project and how they will be managed.

**Main risks document for after the project is completed**

Outline the main risks facing the project after it has been completed and how they will be managed.

**Calculations of full cost recovery**

If you have included full cost recovery as a cost heading in your project costs, you must provide a document that shows how you have calculated this. Costs should be proportionate to the time or resources used for your project. We can also cover a proportion of the cost of an existing member of staff, as long as they are not working exclusively on the funded project in a new post.

**Briefs for commissioned work**

Briefs describe any work you plan to commission during the delivery phase of your project. If you are commissioning work, for example, from an artist or an architect, then you should upload a brief. The brief should describe the works, how long they will take, and how much they will cost. Template brief for commissioned work. For fees over £10,000 you should get three competitive tenders or quotes. For fees over £50,000 we will expect you to provide proof of the competitive tendering process.

**Job descriptions**

If you plan to recruit new staff or apprentices to help you deliver your project, you need to provide a job description for each new post. Each job description should include the proposed salary and working hours.

**Business plan**

We would like to see a refreshed business plan for your organisation which incorporates the project you are applying to undertake. If you are an organisation which manages multiple sites or are, for example, a local authority, please revise the documents most relevant to the heritage you are seeking funding for to include the project activity.

**Images**

Provide up to six images that help illustrate your project. For example, an image of a map of the area showing the locations involved in your project, if it is taking place across more than one place or across a large area. Please make sure you have all the permissions required to share these with us, as we may use these to tell people about your project, including our decision makers.

**Management and maintenance plan (if applicable)**

If your project involves capital works, the creation of new material, or the purchase of a historic building, structure, transport heritage or land, we will ask you to prepare a management and maintenance plan as part of your delivery phase application.

The management and maintenance plan tells us how you will look after your heritage once the project is complete, including how you expect to maintain the benefits of your project in the future. We will expect you to make sure that the work we have funded is kept in good condition.

#### Design specification (if applicable)

It may be relevant to include a design specification that explains the way your project intends to display or share heritage.

#### Interpretation plan (if applicable)

Interpretation is the way we communicate stories and ideas about heritage to different audiences. It involves turning information into something accessible, relevant and engaging.

Include specific reference to the ways your project will deepen people's understanding of heritage, explore and make sense of historic sites and landscapes, objects, traditions or events.

#### Fully developed conservation plan (if applicable)

If your project involves capital works, the creation of new material, or the purchase of a historic building, structure, transport heritage or land, you should submit a conservation plan that details the understanding of your heritage and the opportunities to share your heritage with others that you identified in your development phase. You may address any risks and threats that you have identified.

#### Partnership agreements

If you plan to work with a partner to carry out your project, you will need to provide a partnership agreement. This document should outline both partner's roles and responsibilities and should be signed by all parties. This document should reflect the needs of your project and you may need to seek independent advice on how to best write an agreement. A partner is another organisation or third-party body that is integral to the delivery of your project, for example the owner of an item, building, land or collection that is involved in your project. Partners are not subcontractors. They will take on an active role in the project and will be involved in the project. They will help to report on progress, attend regular partnership meetings and support project evaluation.

#### Ownership documents

If you are planning any capital works, or intending to purchase land, buildings or collections, please provide copies of any relevant ownership documents. For example, Land Registry ownership documents or a lease or heads of terms.

#### Heritage Enterprise supporting documents

- a development appraisal
- an activity statement

## Declaration

**Confirm declaration**

We run qualitative user research to help us to develop our products and services. This could be from a 20minute survey to a two-hour interview.

Tick this box if you would like to be involved in our research, or find out more. [Tick box]

I have read and agreed with the declaration. [Tick box]

**a) Data Protection**

We are committed to being as open and transparent 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. We follow all data protection laws and regulations that are applicable and in force from time to time (the 'Data Protection legislation'). As defined by the Data Protection legislation the Trustees of the National Heritage Memorial Fund (who administer the National Lottery Heritage Fund) is a data controller. Our Privacy Policy contains additional information including contact information for our Data Protection Officer. It can be found on the National Lottery Heritage Fund website.

As part of the application process we will collect your name, contact information and position at the organisation you represent as well as any additional personal information you supply about others involved in your project. We may share this information with one of the consultants on our Register of Support Services if they are appointed to help support you on your project. We do not transfer your data to any third parties based outside of the EU.

We may use your application form and other documents you give us, and the data contained within:

- 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 National 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. This may include sharing your information and any subsequent publicity with third party partner distributors.

**b) Freedom of Information**

As a public organisation we are subject to the Freedom of Information Act 2000 and Environmental Information Regulations 2004 which give the public a right of access to the information that we hold, unless any exemptions apply. This includes any recorded information provided to us by our applicants and grantees.

When you complete the Declaration at the end of the application form, you are confirming that you have no objection to us releasing the application form and any other information you provide to us to anyone who asks to see them once

your application has completed the assessment process. If there is any information that you don't want made publicly available, please explain your reasons below:

[Text box]

If we receive a request for information we will always consult you first and will take your comments into account and will apply the exemptions in the Freedom of Information Act 2000 and Environmental Information Regulations 2004. However, the decision to release or withhold your information is our decision and we will not be responsible for any loss or damage you suffer as a result of our meeting these responsibilities.

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

[Tick box if you would like 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, if awarded a grant, to accept and pay back the grant.
- I confirm that, as far as I know, the information in this application is true and correct.
- I consent to my personal data being used as described and understand that should the requirement change from that described I will be informed at the earliest convenience.

## Guidance updates

We will regularly review this guidance and respond to user feedback. We reserve the right to make changes as required. We will communicate any changes as quickly as possible via this webpage.

# Application deadlines: National Lottery Heritage Grants over £250,000

Page last updated: 8 October 2026

## Deadlines for National Lottery Heritage Grants over £250,000 and when you can expect a decision

- 12noon, 6 August 2026, to receive a decision by end of December 2026
- 12noon, 12 November 2026, to receive a decision by end of March 2027
- 12noon, 25 February 2027, to receive a decision by end of June 2027
- 12noon, 27 May 2027, to receive a decision by end of September 2027
- 12noon, 5 August 2027, to receive a decision by end of December 2027
- 12noon, 11 November 2027, to receive a decision by end of March 2028

Please note: for grant applications under £250,000 there are no deadlines. Once we receive your application and all the correct supporting documents, we will assess your application and give you a decision in eight weeks.

# Receiving a grant: development phase grants £250,000 to £10million

30/06/2026

See all updates

This guidance sets out how you will receive your development phase grant. It also explains what we expect of you before, during and after receiving it.

## Introduction

When you receive a grant from us, it is important that you understand the steps you will need to take throughout your project. Our funding is public money from National Lottery players, so you must read and understand all our guidance to make sure you are compliant with our requirements. This includes:

- this receiving your grant guidance
- your full application
- the application guidance
- the grant contract

The grant contract is made up of:

- the grant notification letter
- the standard terms of grant
- any additional grant conditions
- your signed permission to start form

The standard terms of grant include defined terms which may appear capitalised or not and will apply and have the same meaning wherever they are included in this guidance.

If you do not comply with our requirements, you may be in breach of the grant contract, which could have an impact on your grant and your grant payments.

Additional guidance is available in the Funding and Good practice guidance sections of the website. You can also explore our position and advice on using artificial intelligence (AI) tools during project delivery.

If you have already been awarded a grant, you should contact your Investment Manager, who is there to support you throughout your project. They will work with you in a way which is proportionate and appropriate to your grant, and you should keep in regular contact with them.

If you have applied or are thinking of applying for a grant, you can contact your local team or our Customer Services team.

## Project timeline

There are several key stages you will go through as you deliver your project. As you work with us, you will:

- attend your development phase start up meeting
- submit your permission to start form within six months of receiving your grant notification letter
- complete the give us more project information task
- deliver your project activity, including the approved purposes, and give us regular project updates
- request your grant payments and give evidence about how you have spent the money
- attend your development phase review
- submit your delivery phase application
- submit your final project update and completion report, and request your final payment, by your grant expiry date

## Providing evidence of your project

Throughout your development phase, we will expect you to collect evidence to show:

- how you are complying with the grant contract
- the impact of our funding

- how you are spending the grant

You should make sure to follow good practice and keep records throughout your project to help you answer any questions we may ask.

Find out more about providing evidence of how you are spending your grant.

## Complying with our requirements

When updating us on your project, we will ask you questions to help us understand how you are complying with the grant contract and our requirements. You may also need to send us evidence of this.

For example, we will ask you about:

- any staff you have recruited to help you deliver your project
- any goods, works or services you have procured

Evidence of this could include:

- a report on the recruitment process for a staff member
- a report on a service you have procured

If you are unable to provide the evidence we ask for, you may be in breach of the grant contract and this could have an impact on your grant and your grant payments. You should keep all evidence for seven years after the grant contract has finished.

## Your project's impact

We will also ask you questions throughout your project to help us gather data on the impact of our funding. This is because we want to learn from and share information about the projects we fund. It also helps inform our practice and how we deliver our strategy.

For example, we will ask you about:

- jobs, apprenticeships and training opportunities created as a result of your project

- any volunteers you had and the hours they spent supporting your project
- people who benefitted from your project, such as the number of people who have visited your project

Evidence of this could include:

- a log of any training staff have undertaken as a result of your project
- the number of hours volunteers have spent supporting your project each year and in total across your project
- the number of people who have visited your project online and onsite each year and in total across your project

## Publicising and acknowledging your grant

During your project we will work with you on publicising your grant and will support you in acknowledging our funding. You should also tell us about any key project events and openings, so we can send a representative to attend where possible.

If you are creating publicity or marketing materials, make sure you share these with us so we can approve them first. For example, press releases or signage.

Every project which receives funding from us must publicly acknowledge our support. You should think about how you will acknowledge your grant from the very start of your project. We expect acknowledgement to be prominent and proportionate to the size of your grant.

Find out more about acknowledging your grant and our acknowledgement toolkit.

We also want to celebrate the impact our funding makes across the UK. As part of this, we may contact you about opportunities to feature your project in our own and National Lottery promotional activity.

This could include, but is not limited to:

- displays in retail outlets
- inclusion in campaigns, for example National Lottery Open Week
- being highlighted as an example of how funding benefits local communities

Taking part can help raise awareness of your project, inspire others and demonstrate the impact made possible by National Lottery players.

## Before starting your development phase

You will receive an email from your Investment Manager, providing information about your grant award and your grant notification letter. It will detail what needs to be done before you can start your project and will ask you to complete the following tasks.

You should not start any work on your project until you have our written permission to do so. If you do start any work before receiving this permission, it is at your own risk and we will not cover any costs incurred.

### Receiving the grant notification letter

The grant notification letter contains information about:

- your project, including the approved purposes and grant expiry date
- the standard terms of your grant
- any additional grant conditions

We'll also ask you to complete the permission to start form and the give us more project information task.

We normally expect you to complete your permission to start form and the give us more project information task, as well as submit the documents requested at this stage, within three months of the date of your grant notification letter. If there are substantial delays and the information we need has not been received within six months, we may decide to withdraw the offer of your grant.

### Attending your startup meeting

Soon after you've received your grant notification letter, we will arrange a startup meeting with key members of your project team. The purpose of the meeting is to:

- clarify the permission to start process
- clarify development phase work

- agree development phase project management, procurement and programme of work
- set out the reporting, monitoring and evaluation requirements of your development phase
- discuss any legal points, such as ownership, security (for example, legal charges), licences for work or subsidy control
- talk you through the additional information we need to help gather data on the impact of our funding

We will agree a reporting structure of when you should submit project updates and payment requests. We'll also decide when your development phase review is likely to take place.

At this meeting you may be introduced to a consultant from our Register of Support Services (RoSS), who will support you in developing aspects of your project and support us with monitoring your project.

A RoSS consultant may provide advice on general project management or on specific areas such as:

- construction management
- business planning
- natural environment
- public engagement
- digital assets

The consultant is appointed and paid for by us and will report to us throughout the duration of your project or during a specific part of your project.

## Completing your permission to start

When completing your permission to start form, it's important you check the details of your grant notification letter against the information we have in the permission to start form. If there are any errors, you must get in touch with your Investment Manager before moving forward.

Before we can give you permission to start, you will need to provide the following information as required:

- proof of freehold or leasehold ownership (for all capital projects, if any changes have taken place since your application)
- details of statutory permissions and licences required and obtained, if applicable
- evidence of secured cash contributions as outlined in your application
- cost breakdown and cashflow report outlining the development phase of your project, as applicable
- an outline of your organisation's project management structure and a document outlining your approach to choosing consultants, contractors and suppliers
- a project timetable or work programme outlining the development phase of your project, as applicable
- a proposal for how you will manage procurement taking place in the development phase of your project, as applicable
- any other details that we feel may be relevant to your project, including subsidy control considerations, as applicable

You must tell us if there are any changes to your project since you submitted your application. For example if there are changes to your project partners or cash contributions. You'll also need to provide updated evidence if needed.

You will then be required to provide details of two legal signatories for your organisation. They will need to read and agree the grant contract.

Once we have processed and approved the information you have provided, we will send you a countersigned permission to start form and an email confirming that you have permission to start. If you do start any work before receiving permission to start, it is at your own risk and we will not cover any costs incurred.

## Give us more project information

Once you have submitted your permission to start form, you will be able to give us more information about your project. These questions are not part of your application and your answers will not affect your grant award. The information you provide helps us to understand the impact of our funding.

To help you to answer these additional questions about your project, read the Give us more project information guidance and questions.

You need to complete this task before we can release any payments to you. If you do not provide this information to us as soon as possible after we have given you permission to start, your payments may be delayed.

## During your development phase

As you deliver your project, we encourage you to keep in touch with us. This is so we can hear about the things you are achieving and support you with any issues that may come up. You can always contact your Investment Manager for advice on managing our funding at any point during your project.

### Updating us on your project

Throughout your project, you must give us regular updates about how it’s going. We will use these updates to:

- monitor the progress of your project and support you as needed
- make sure you are complying with our requirements
- gather information about the impact of our funding

Over the life of your development phase, you will need to submit:

- a full project update every three months
- a separate yearly project update once a year
- a final project update and completion report when you complete your project

If a different project update schedule is needed, your Investment Manager will discuss this with you.

### How we will pay your grant

Depending on the size of your development grant, we will pay your grant to you in a different way.

**Development grants up to £250,000**

For development grants up to £250,000, your grant will be paid in three instalments.

The first 50% will be paid at the start of your project, after you have permission to start.

After you have spent the first 50% of your total project costs, you can request the next 30% of your grant. To do this, you will need to submit:

- a full project update
- a payment request and provide evidence of how you spent the first 50% of your total project costs

You can request the final 20% of your grant after you have finished your project. To do this, you will need to submit:

- a final project update and completion report
- a final payment request and provide evidence of how you spent the final 50% of your total project costs

You will only be able to request a payment if you are up to date with your project updates.

**Development grants over £250,000**

Your grant will be paid in arrears. To claim a payment you will need to submit a payment request, usually every three months. You'll also need to have recently submitted a project update.

We will pay your grant as a percentage of your total project costs. We describe this as the payment percentage. This is explained in your grant notification letter.

For example, if you provide evidence of expenditure totalling £50,000 and your grant percentage is 85%, your payment will be £42,500.

We will pay the final 10% of your grant after you have completed your project and provided evidence of how you spent the rest of your grant.

**All development grants**

For all payments, we aim to pay you within 10 working days of having all the information we need.

Once you have made your final payment request, we will not accept any further requests for payments from you. You should agree your final accounts with your contractors and suppliers before you request your final payment.

If you spend less on your development phase than the money we have paid you, you will need to return any money you have not spent. We will agree with you the amount to be returned when we process your completion report.

If your project involves the acquisition and purchase of buildings, land or heritage items, we will pay the full grant amount needed for the purchase in a single payment. Your Investment Manager will contact you with more information about how this payment will be made and anything they require from you.

## Providing evidence of what you have spent

When requesting a payment, you'll need to tell us how you've been spending your grant. You must provide individual invoices for all expenditure over £500. They should also be clear, readable and not damaged or tampered with.

Invoices must have:

- an invoice number
- the date they were raised
- the date payment is expected and the payment terms
- how payment is made and to who
- company details, including:
    - name
    - address of the organisation submitting the payment request
    - email address
    - telephone number
    - company number
    - VAT registration number, if they are VAT registered
- a description of the services provided
- if applicable, the gross amount with VAT, or the net amount with the VAT amount included separately

You do not need to submit invoices for costs under £500, but you must tell us about these costs when you submit a payment request.

Salaries for project staff should be evidenced by providing payslips or a letter signed by a member of your organisation with financial authority.

If you are claiming full cost recovery, you can evidence this by providing a letter signed by a member of your organisation with financial authority.

If your project involves an acquisition of heritage, you will need to provide us with an invoice for the full purchase price.

We will only cover costs which we have agreed to fund. We cannot cover the costs of VAT that you can reclaim. It is your responsibility to seek appropriate advice about reclaiming VAT. If your VAT status changes during your project we will reduce our contribution to the costs where you have managed to claim back the VAT.

## Attending your development phase review

During your development phase, we will arrange a meeting to formally review your progress. We call this a development phase review. This normally takes place after you have outline proposals and costs in place for your potential delivery phase.

We will agree with you who from your project team should attend the review.

We will contact you ahead of your development phase review to let you know what you will need to provide, including any of the supporting documents for your delivery phase application. Depending on the scope of your project, these might include:

- an activity plan or area action plan
- any design specifications
- your project timetable
- financial information, such as costs, partnership funding, cash flow and calculations for full cost recovery
- business plans and income and spending forecasts
- your project management structure, job descriptions and briefs
- other key plans, such as an interpretation plan, conservation plan and management and maintenance plan
- a flow-chart summarising decision-making for third party grants
- legal documents, such as updated ownership documents
- if applicable, any subsidy control advice you have received

You may be asked to refer to any documents during the review. If you do not provide any requested documents ahead of your development phase review, it may be delayed.

The main purpose of the review is for you:

- to confirm that your development phase is achieving the approved purposes
- to provide an update on the potential delivery phase costs, cash contributions and if applicable, fundraising plans
- to provide an update on compliance with our grant requirements
- to discuss whether the project risks are manageable
- to discuss if your project is compliant with the Subsidy Control Act 2022 and provide us with any independent advice you have received in order to assist us with our subsidy control assessment

If there have been significant changes to your potential delivery phase project, the review provides the opportunity for us to discuss any risks you have identified, any areas of concern and where any further work is needed.

After your review, we get in touch to let you know whether you have passed. We will include feedback on any minor concerns or areas we feel you should focus on.

If we have concerns about the viability of your potential delivery phase project or that it is not achieving the approved purposes, we may fail your development phase review. If you fail your development phase review, you will be unable to submit a delivery phase application.

## Changes to your project

We understand that challenges can arise during a project. This could include:

- issues within your organisation
- changes to your project costs
- delays to your timeline
- difficulty delivering the project or achieving the approved purposes, including any issues with your potential delivery phase application

It is important that you let us know about any challenges you are facing, so we can provide advice and support. If any of these challenges mean there could be substantial changes to your development phase or your potential delivery phase application, you must discuss this with us as soon as possible. This is because any changes to your development phase

will need to be agreed and approved by us before they are made. Any changes to your potential delivery phase project may also affect our decision on your delivery phase application.

This includes any changes to your agreed development phase budget, including moving costs between cost headings or using contingency, and any changes to your approved purposes.

If you experience delays in delivering your development phase project, you can request an extension to your grant expiry date. If your development phase takes more than a maximum of two years to complete from the date we gave you permission to start, we may withdraw your grant, ask for the repayment of all or part of the funds you received. You may also not be permitted to submit a delivery phase application.

If the cost of your project increases, we will only consider increasing your grant in exceptional circumstances.

Any requests for changes to your project must be made in writing. This can either be an email or we may ask you to complete a separate form if there are substantial changes.

You will need to tell us how any changes will impact:

- the quality of your project
- the cost of your project
- the time you need to complete your project
- the future viability of your project

We may decide to re-assess your project or take any other action we consider necessary. We cannot guarantee we will agree to your request and we may only do so if you agree to additional terms and conditions. We will discuss any decision we make with you.

If we do agree to any substantial changes to your project, including offering you a grant increase, your local office will contact you confirming the changes offered. You will need to confirm you accept this by replying to the email within five working days.

## Procurement

In all projects, whenever you use your grant to purchase goods, works or services, we will ask you to give us details of how you procure them. This is the buying, tendering and selection process. If you have already purchased goods, works or services for your project, you will need to tell us how you did it. We cannot pay your grant if you have not followed the following procedure.

If you are a public body or your project is subject to Public Procurement legislation then you must follow the relevant legislation.

Procedures to recruit consultants and contracts must be fair and open and comply with relevant equality and employment legislation. Fees for any consultants or other professionals that you recruit during the project should be in line with professional guidelines and be based on a clear written specification.

If any of the contractors, suppliers or consultants you wish to appoint are linked – for example close friends or relatives, or if there is any financial link such as ownership of these suppliers – you will need to obtain written permission from us first.

You do not necessarily need to appoint the contractor, supplier or consultant who provides the lowest quote. When deciding who to appoint for your project, you should look at the overall value for money the tender or quote presents and the skills, experience and financial viability of the contractor, supplier or consultant.

If you are unsure about your obligations, we advise you to take professional or legal advice. You can also see our? procurement good practice guidance.

**£10,000 or under (excluding VAT)**

If you are buying goods, works or services for £10,000 or under (excluding VAT) you do not need to openly tender for these or get multiple quotes. We will expect you to show overall value for money.

**More than £10,000 and up to £50,000 (excluding VAT)**

You should get at least three competitive tenders or quotes for all goods, works and services worth more than £10,000 and up to £50,000 (excluding VAT) that we have agreed to fund.

**More than £50,000 (excluding VAT)**

For all goods, works and services worth more than £50,000 (excluding VAT), you must provide proof of competitive tendering procedures. Your proof should be a report on the tenders you have received, together with your decision on which to accept.

**Considerations for procurement**

In some circumstances, you do not need to undertake a competitive tendering procedure and you can invite only one organisation to tender. This is where:

- the total price of the contract is £10,000 or under (excluding VAT)

- a framework agreement is in place for the supply of goods, works or services which has been previously competitively tendered, and the goods or services are directly relevant to the scope of the project works to be undertaken

- There is a project contract in place, which has previously been competitively tendered, and it is logical to extend to cover additional project work. In this case you must confirm that:
    - in the case of capital works the prices of most elements of work, including preliminaries, overheads and profits can be directly applied from the existing contract to the new work
    - the new work is smaller in scale, and is of a similar type to the main contract work
    - the contractor will not claim disruption or prolongation cost to the main contract if the new work is introduced
    - the existing contract restricts work being undertaken by others
- the goods, works or services required are unique as set out in a non-branded requirement specification and it is not possible to obtain them from other sources by competitive tender

- You can demonstrate that you have tried to tender the goods, works or services openly and competitively but had not received sufficient interest. The only tender received was submitted by a service provider who believed they were doing so in competition with others.

- emergency work where it can be shown that time taken to obtain tenders would put the project at risk and add considerably to eventual costs

- the company providing the single tender is not connected, either through ownership or through family connections, with senior representatives of the grantee

We will also require you to consider social values in your procurement, including:

- diverse supply chains

- improved employability and skills

- inclusion, mental health and wellbeing

- environmental sustainability

- safe supply chains

You should make sure any contractor, supplier, consultant or partner who may contribute to the creation of digital outputs is aware of our requirement for projects to share these under a Creative Commons Attribution 4.0 International licence or equivalent. You must also make sure you have agreement for the resulting work to be shared in this way.

Where this is not possible, you must seek written agreement to make alternative arrangements with us, for example to use an alternative open licence, prior to issuing any contract of work.

### Community grants

As part of your project, you may have asked us to contribute towards a pot of money that you can use to fund other groups or organisations, who we call community grant recipients, to complete pieces of work that will contribute to the overall aims of your project. This is called a community grant.

Before you launch your community grant scheme, you will need to send us details about your application, decision making and progress monitoring processes. This should be sent to your Investment Manager who will review and approve it.

When making a payment request to us, you must include a list of community grant recipients as evidence of expenditure. The list must include how much each community grant recipient was awarded, the date of the decision to award the grant and must be signed by two people from your community grant decision panel.

You are responsible for monitoring the progress of community grants and ensuring compliance with the terms you have agreed to during your project application. You will need to decide how you will keep in touch with each community grant recipient and what information you want to see from them. This can be proportionate depending on the size of the grant and what it was awarded for.

You should tell us how the community grant scheme is progressing in your project updates to us and evaluate the overall effectiveness of community grants within your project in your completion report.

## Applying for a delivery phase grant

Following the successful completion of your development phase review, you should continue preparing your delivery phase application.

The delivery phase application questions can be found in our application guidance.

Your delivery phase application will be in competition with other projects. A development phase grant award does not guarantee that you will receive a delivery phase grant award.

You will need to submit your delivery phase application before your development phase grant expiry date. You'll also need to make sure you submit by the quarterly deadlines for applications.

### Taking security for the grant (delivery phase only)

It is our policy to take a legal charge (or Scottish or Northern Ireland equivalent) over grant funded property if:

- your organisation is not a public body
- your delivery phase project involves capital works or an acquisition
- and your delivery phase grant is over £250,000

We usually require a first ranking charge. However, if you have an existing charge with a commercial lender we will require a second ranking charge. If you have an existing charge with another funder we will require an equal ranking charge.

If you are a public body such as a local authority or a university, we will require a restriction on your Land Registry title to make sure you seek our consent before you enter into any future transactions relating to the grant funded property, such as granting a lease.

If any of the above applies to your project, you will need to send us your solicitor's contact details as soon as possible after you are awarded a delivery phase grant.

Your solicitor will need to provide official copies of the current title register with plan or the necessary information to enable us to draft the charge documentation. This will include an undertaking from your solicitor to act on our behalf to carry out all relevant pre-completion searches and to register the charge at the Land Registry and at Companies House, if appropriate.

You will be responsible for the fees and costs of your solicitor, but you may include the cost of legal advice as part of the project costs in your delivery phase application.

It will be a condition of your permission to start at the delivery phase that the legal charge is in place so it is advisable to make preparations for this during your development phase.

## Completing your development phase

Once you have finished your development phase and, if applicable, submitted your delivery phase application, you'll need to complete a final project update and completion report, and request your final payment. You'll also need to send us all the necessary documents we ask for.

## Completion Report

The final project update and completion report helps us to understand how successful your project has been. It also allows us to make sure you have complied with our requirements. It will be similar to your regular project updates and will include questions about how your project went.

By complete we mean:

- your project is finished and you have achieved your approved purposes
- if applicable, you have met any additional grant conditions
- you have submitted a final project update and completion report
- you have submitted a final payment request and provided evidence of how you have spent the grant
- you have appropriately?acknowledged your grant
- you have evaluated your project and sent us your evaluation report
- you can supply high resolution images documenting your project, and have secured all individual consents for use of those images
- if your project involved capital works, you have provided a practical completion certificate
- if applicable, you have listed the project's digital outputs and provided the web address (URL) of the website or websites where they can be accessed
- if applicable, you have filed your conservation plan with the relevant public library, archive and database, and shared the details of this with your Investment Manager
- if applicable, evidence of recording and collecting habitat and species data

We must receive your report before your grant expiry date. You cannot receive your final payment until your report has been approved by your Investment Manager.

### Requesting your final payment

After you have submitted your final project update and completion report, you will be able to request your final payment. To do this, you must provide evidence of how your remaining grant was spent.

Once you have made your final payment request, we will not accept any further requests for payments from you. You should therefore agree your final accounts with any contractors and suppliers before requesting your final payment.

After we have reviewed all your information, and processed any final payment, we will confirm with you that your development phase is complete. The date we confirm this with you will be known as the project completion date.

If you have spent less on your project than the money we have paid you, your final payment may be reduced or you may need to return any money you have not spent. If this happens, we will agree the final amount with you before making the payment.

If you spend less on your development phase, it cannot be used for your delivery phase.

## Guidance updates

We will regularly review this guidance and respond to user feedback. We reserve the right to make changes as required. We will communicate any changes as quickly as possible via this webpage.

# Receiving a grant: delivery phase grants £250,000 to £10million

30/06/2026

See all updates

This guidance sets out how you will receive your delivery phase grant. It also explains what we expect of you before, during and after receiving it.

## Introduction

When you receive a grant from us, it is important that you understand the steps you will need to take throughout your project. Our funding is public money from National Lottery players, so you must read and understand all our guidance to make sure you are compliant with our requirements. This includes:

- this receiving your grant guidance

- your full application
- the application guidance
- the grant contract

The grant contract is made up of:

- the grant notification letter
- the standard terms of grant
- any additional grant conditions
- your signed permission to start form

The standard terms of grant include defined terms which may appear capitalised or not and which will apply and have the same meaning wherever they are included in this guidance. If you do not comply with our requirements, you may be in breach of the grant contract, which could have an impact on your grant and your grant payments.

If your grant is above £5million you may receive a bespoke grant contract. Your Investment Manager will discuss with you if there are any changes to the procedures set out in this guidance.

Additional guidance is available in the Funding and Good practice guidance sections of the website. You can also explore our position and advice on using artificial intelligence (AI) tools during project delivery.

If you have any questions or concerns after you have read this guidance, get in touch with us for support.

If you have already been awarded a grant, you should contact your Investment Manager, who is there to support you throughout your project. They will work with you in a way which is proportionate and appropriate to your grant, and you should keep in regular contact with them.

If you have applied or are thinking of applying for a grant, you can contact your local team or our Customer Services team.

## Project timeline

There are several key stages you will go through as you deliver your project. As you work with us, you will:

- attend your delivery phase start up meeting
- submit your permission to start form within six months of receiving your grant notification letter
- complete the give us more project information task
- deliver your project activity, including the approved purposes, and give us regular project updates
- request your grant payments and give evidence about how you have spent the money
- submit your final project update and completion report, and request your final payment, by your grant expiry date

If your application was fast tracked, we will agree an appropriate timeline with you.

## Providing evidence of your project

Throughout your delivery phase, we will expect you to collect evidence to show:

- how you are achieving the approved purposes
- how you are complying with the grant contract
- how you are spending the grant
- the impact of our funding

You should make sure to follow good practice and keep records throughout your project to help you answer any questions we may ask.

Find out more about providing evidence of how you are spending your grant.

### Complying with our requirements

When updating us on your project, we will ask you questions to help us understand how you are complying with the grant contract and our requirements. You may also need to send us evidence of this.

For example, we will ask you about:

- any staff you have recruited to help you deliver your project
- any goods, works or services you have procured

Evidence of this could include:

- a report on the recruitment process for a staff member
- a report on a service you have procured

If you are unable to provide the evidence we ask for, you may be in breach of the grant contract and this could have an impact on your grant and your grant payments.

You should keep all evidence for seven years after the grant contract has finished.

## Your project's impact

We will also ask you questions throughout your project to help us gather data on the impact of our funding. This is because we want to learn from and share information about the projects we fund. It also helps inform our practice and how we deliver our strategy.

For example, we will ask you about:

- jobs, apprenticeships and training opportunities created as a result of your project
- any volunteers you had and the hours they spent supporting your project
- people who benefitted from your project, such as the number of people who have visited your project

Evidence of this could include:

- a log of any training staff have undertaken as a result of your project
- the number of hours volunteers have spent supporting your project each year and in total across your project
- the number of people who have visited your project online and onsite each year and in total across your project

## Publicising and acknowledging your grant

During your project we will work with you on publicising your grant and will support you in acknowledging our funding. You should also tell us about any key project events and openings, so we can send a representative to attend where possible.

If you are creating publicity or marketing materials, make sure you share these with us so we can approve them first. For example, press releases or signage.

Every project which receives funding from us must publicly acknowledge our support. You should think about how you will acknowledge your grant from the very start of your project. We expect acknowledgement to be prominent and proportionate to the size of your grant.

Find out more about acknowledging your grant and our acknowledgement toolkit.

We also want to celebrate the impact our funding makes across the UK. As part of this, we may contact you about opportunities to feature your project in our own and National Lottery promotional activity.

This could include, but is not limited to:

- displays in retail outlets
- inclusion in campaigns, for example National Lottery Open Week
- being highlighted as an example of how funding benefits local communities

Taking part can help raise awareness of your project, inspire others and demonstrate the impact made possible by National Lottery players.

## Before starting your delivery phase

You will receive an email from your Investment Manager, providing information about your grant award and your grant notification letter. It will detail what needs to be done before you can start your project and will ask you to complete the following tasks.

You should not start any work on your project until you have our written permission to do so. If you do start any work before receiving this permission, it is at your own risk and we will not cover any costs incurred.

## Receiving the grant notification letter

Once we've let you know you have been awarded a grant, we will send you a grant notification letter. This letter contains information about:

- your project, including the approved purposes, approved usage and grant expiry date
- the standard terms of your grant
- any additional grant conditions
- any other bespoke requirements that apply to your project, for example subsidy control, compliance or joint grantees

The email will also ask you to sign in to your account to complete your permission to start form and the give us more project information task.

We normally expect you to complete your permission to start form and the give us more project information task, as well as submit the documents requested at this stage, within three months of the date of the grant notification letter. If there are substantial delays and the information we need has not been received within six months, we may decide to withdraw the offer of your grant.

## Attending your startup meeting

Soon after you've received your grant notification letter, we will arrange a startup meeting with key members of your project team. The purpose of the meeting is to:

- clarify the permission to start process
- clarify delivery phase work
- agree delivery phase project management, procurement and programme of work
- set out the reporting, monitoring and evaluation requirements of your project
- discuss any legal points, such as ownership, security (for example, legal charge), licences for work or subsidy control?

- talk you through the additional information we need to help gather data on the impact of our funding

We will agree a reporting structure of when you should submit project updates and payment requests.

At this meeting you may be introduced to a consultant from our Register of Support Services (RoSS), who will support you in developing aspects of your project and support us with monitoring your project.

A RoSS consultant may provide advice on general project management, or on specific areas such as:

- construction management
- business planning
- natural environment
- public engagement
- digital assets

The consultant is appointed and paid for by us and will report to us throughout the duration of your project or during a specific part of your project.

## Completing permission to start

When completing your permission to start form, it’s important you check the details of your grant notification letter against the information we have in the permission to start form. If there are any errors, you must get in touch with your Investment Manager before moving forward.

Before we can give you permission to start, you will need to provide the following information as required:

- Proof of freehold or leasehold ownership (for all capital projects, if any changes have taken place since your application). This might include confirmation that your lease meets the requirements set out in the application guidance or that you have acquired a freehold interest in the property.
- details of statutory permissions and licences required and obtained, if applicable
- evidence of secured cash contributions as outlined in your application

- cost breakdown and cashflow report outlining the delivery phase of your project, as applicable
- an outline of your organisation’s project management structure and a document outlining your approach to choosing consultants, contractors and suppliers
- a project timetable or work programme outlining the delivery phase of your project, as applicable
- a proposal for how you will manage procurement taking place in the delivery phase of your project, as applicable
- any other details that we feel may be relevant to your project, including subsidy control considerations, as applicable
- proof that any conditions regarding security over the property, such as legal charges and restrictions, have been complied with

You must tell us if there are any changes to your project since you submitted your application. For example if there are changes to your project partners or cash contributions. You’ll also need to provide updated evidence if needed.

You will then be required to provide details of two legal signatories for your organisation. They will need to read and agree the grant contract.

Once we have processed and approved the information you have provided, we will send you a countersigned permission to start form and an email confirming that you have permission to start. If you do start any work before receiving permission to start, it is at your own risk and we will not cover any costs incurred.

### Give us more project information

Once you have submitted your permission to start form, you will be able to give us more information about your project. These questions are not part of your application and your answers will not affect your grant award. The information you provide helps us to understand the impact of our funding.

To help you to answer these additional questions about your project, read the Give us more project information guidance and questions.

You need to complete this task before we can release any payments to you. If you do not provide this information to us as soon as possible after we have given you permission to start, your payments may be delayed.

## During your delivery phase

As you deliver your project, we encourage you to keep in touch with us. This is so we can hear about the things you are achieving and support you with any issues that may come up. You can always contact your Investment Manager for advice on managing our funding at any point during your project.

## Updating us on your project

Throughout your project, you must give us regular updates about how it’s going. We will use these updates to:

- monitor the progress of your project and support you as needed
- make sure you are complying with our requirements
- gather information about the impact of our funding

Over the life of your delivery phase, you will need to submit:

- a project update every three months
- a separate yearly project update once a year
- a final project update and completion report when you complete your project

If a different project update schedule is needed, your Investment Manager will discuss this with you.

## How we will pay your grant

Your grant will be paid in arrears. To claim a payment you will need to submit a payment request, usually every three months. You’ll also need to have recently submitted a project update.

We will pay your grant as a percentage of your project costs. We describe this as the payment percentage. This is explained in your grant notification letter.

For example, if you provide evidence of expenditure totalling £50,000 and your grant percentage is 85%, your payment will be £42,500.

We will pay the final 10% of your grant after you have completed your project and provided:

- a final project update and completion report

- a final payment request and evidence of how the rest of your grant was spent

For all payments, we aim to pay you within 10 working days of having all the information we need.

Once you have made your final payment request, we will not accept any further requests for payments from you. You should agree your final accounts with any contractors and suppliers before you request your final payment.

If you spend less on your delivery phase than the money we have paid you, you will need to return any money you have not spent. We will agree with you the amount to be returned when we process your completion report.

If your project involves the acquisition and purchase of heritage buildings, land or items, we will pay the full grant amount needed for the purchase as a single payment. Your Investment Manager will contact you with more information about how this payment will be made and anything they require from you.

## Providing evidence of what you have spent

When requesting a payment, you'll need to tell us how you've been spending your grant. You must provide individual invoices for all expenditure over £500. They should also be clear, readable and not damaged or tampered with.

Invoices must have:

- an invoice number
- the date they were raised
- the date payment is expected and the payment terms
- how payment is made and to who
- company details including:
    - name
    - address of the organisation submitting the payment request
    - email address
    - telephone number
    - company number
    - VAT registration number, if VAT registered
- a description of the services provided
- if applicable, the gross amount with VAT, or the net amount with the VAT amount included separately

You do not need to submit invoices for costs under £500, but you must tell us about these costs when you submit a payment request.

Salaries for project staff should be evidenced by providing payslips or a letter signed by a member of your organisation with financial authority.

If you are claiming full cost recovery, you can evidence this by providing a letter signed by a member of your organisation with financial authority.

If your project involves the acquisition of heritage property, you will need to provide us with an invoice for the full purchase price and confirmation of ownership if applicable.

We will only cover costs which we have agreed to fund. We cannot cover the costs of VAT that you can reclaim. It is your responsibility to seek appropriate advice about reclaiming VAT. If your VAT status changes during your project we will reduce our contribution to the costs where you have managed to claim back the VAT.

## Changes to your project

We understand that challenges can arise during a project. This could include:

- issues within your organisation
- changes to your project costs
- delays to your timeline
- difficulty delivering the project or achieving the approved purposes

It is important that you let us know about any challenges you are facing, so we can provide advice and support. If any of these challenges mean there could be substantial changes to your project, you must discuss this with us as soon as possible. This is because any changes will need to be agreed and approved by us before they are made.

This includes any changes to your agreed budget, including moving costs between cost headings or using contingency, and any changes to your approved purposes.

If you experience delays in delivering your project, you can request an extension to your grant expiry date. If your project takes more than a maximum of five years to complete from the date we gave you permission to start, we may withdraw your grant and ask for the repayment of all or part of the funds you received.

If the cost of your project increases, we will only consider increasing your grant in exceptional circumstances.

Any requests for changes to your project must be made in writing. This can either be an email or we may ask you to complete a separate form if there are substantial changes.

You will need to tell us how any changes will impact:

- the quality of your project
- the cost of your project
- the time you need to complete your project
- the future viability of your project

We may decide to re-assess your project or take any other action we consider necessary. We cannot guarantee we will agree to your request and we may only do so if you agree to additional terms and conditions. We will discuss any decision we make with you.

If we do agree to any substantial changes to your project, including offering you a grant increase, your local office will contact you confirming the changes offered. You will need to confirm you accept this by replying to the email within five working days.

## Procurement

In all projects, whenever you use your grant to purchase goods, works or services, we will ask you to give us details of how you procure them. This is the buying, tendering and selection process. If you have already purchased goods, works or services for your project, you will need to tell us how you did it.

We cannot pay your grant if you have not followed the following procedure.

If you are a public body or your project is subject to Public Procurement legislation then you must follow the relevant legislation.

Procedures to recruit consultants and contracts must be fair and open and comply with relevant equality and employment legislation. Fees for any consultants or other professionals that you recruit during the project should be in line with professional guidelines and be based on a clear written specification.

If any of the contractors, suppliers or consultants you wish to appoint are linked – for example close friends or relatives, or if there is any financial link such as ownership of these suppliers – you will need to obtain written permission from us first.

You do not necessarily need to appoint the contractor, supplier or consultant who provides the lowest quote. When deciding who to appoint for your project, you should look at the overall value for money the tender or quote presents and the skills, experience and financial viability of the contractor, supplier or consultant.

If you are unsure about your obligations, we advise you to take professional or legal advice. You can also see our? procurement good practice guidance.

**£10,000 or under (excluding VAT)**

If you are buying goods, works or services for £10,000 or under (excluding VAT) you do not need to openly tender for these or get multiple quotes. We will expect you to show overall value for money.

**More than £10,000 and up to £50,000 (excluding VAT)**

You should get at least three competitive tenders or quotes for all goods, works and services worth more than £10,000 and up to £50,000 (excluding VAT) that we have agreed to fund.

**More than £50,000 (excluding VAT)**

For all goods, works and services worth more than £50,000 (excluding VAT), you must provide proof of competitive tendering procedures. Your proof should be a report on the tenders you have received, together with your decision on which to accept.

**Considerations for procurement**

In some circumstances, you do not need to undertake a competitive tendering procedure, and you can invite only one organisation to tender. This is where:

- the total price of the contract is £10,000 or under (excluding VAT)
- a framework agreement is in place for the supply of goods, works or services which has been previously competitively tendered, and the goods or services are directly relevant to the scope of the project works to be undertaken

- There is a project contract in place, which has previously been competitively tendered, and it is logical to extend to cover additional project work. In this case you must confirm that:
    - in the case of capital works the prices of most elements of work, including preliminaries, overheads and profits can be directly applied from the existing contract to the new work
    - the new work is smaller in scale, and is of a similar type to the main contract work
    - the contractor will not claim disruption or prolongation cost to the main contract if the new work is introduced
    - the existing contract restricts work being undertaken by others

- the goods, works or services required are unique as set out in a non-branded requirement specification and it is not possible to obtain them from other sources by competitive tender

- You can demonstrate that you have tried to tender the goods, works or services openly and competitively but had not received sufficient interest. The only tender received was submitted by a service provider who believed they were doing so in competition with others.

- emergency work where it can be shown that time taken to obtain tenders would put the project at risk and add considerably to eventual costs

- the company providing the single tender is not connected, either through ownership or through family connections, with senior representatives of the grantee

We will also require you to consider social values in your procurement, including:

- diverse supply chains

- improved employability and skills

- inclusion, mental health and wellbeing

- environmental sustainability

- safe supply chains

You should make sure any contractor, supplier, consultant or partner who may contribute to the creation of digital outputs is aware of our requirement for projects to share these under a Creative Commons Attribution 4.0 International licence or equivalent. You must also make sure you have agreement for the resulting work to be shared in this way.

Where this is not possible, you must seek written agreement to make alternative arrangements with us, for example to use an alternative open licence, prior to issuing any contract of work.

### Community grants

As part of your project, you may have asked us to contribute towards a pot of money that you can use to fund other groups or organisations, who we call community grant recipients, to complete pieces of work that will contribute to the overall aims of your project. This is called a community grant.

Before you launch your community grant scheme, you will need to send us details about your application, decision making and progress monitoring processes. This should be sent to your Investment Manager who will review and approve it.

When making a payment request to us, you must include a list of community grant recipients as evidence of expenditure. The list must include how much each community grant recipient was awarded, the date of the decision to award the grant and must be signed by two people from your community grant decision panel.

You are responsible for monitoring the progress of community grants and ensuring compliance with the terms you have agreed to during your project application. You will need to decide how you will keep in touch with each community grant recipient and what information you want to see from them. This can be proportionate depending on the size of the grant and what it was awarded for.

You should tell us how the community grant scheme is progressing in your project updates to us and evaluate the overall effectiveness of community grants within your project in your completion report.

## Completing your delivery phase

Once you have finished your project, you'll need to complete a final project update and completion report and request your final payment. You'll also need to send us all the necessary documents we ask for.

### Completion Report

The final project update and completion report helps us to understand how successful your project has been. It also allows us to make sure you have complied with our requirements. It will be similar to your regular project updates and will include questions about how your project went.

For your project to be complete, you will need to make sure:

- your project is finished and you have achieved your approved purposes
- if applicable, you have met any additional grant conditions

- you have submitted a final project update and completion report
- you have appropriately?acknowledged your grant
- you have evaluated your project and sent us your evaluation report
- you can supply high resolution images documenting your project, and have secured all individual consents for use of those images
- if your project involved capital works, you have provided a practical completion certificate
- if applicable, you have listed the project's digital outputs and provided the web address (URL) of the website or websites where they can be accessed
- if applicable, you have filed your conservation plan with the relevant public library, archive and database, and shared the details of this with your Investment Manager
- if applicable, evidence of recording and collecting habitat and species data

We must receive your report before your grant expiry date. You cannot receive your final payment until your report has been approved by your Investment Manager.

After we have reviewed all your information, and processed any final payment, we will confirm with you that your project is complete. The date we confirm this with you will be known as the project completion date.

## Requesting your final payment

After you have submitted your final project update and completion report, you will be able to request your final payment. To do this, you must provide evidence of how your remaining grant was spent.

Once you have made your final payment request, we will not accept any further requests for payments from you. You should therefore agree your final accounts with any contractors and suppliers before requesting your final payment. If applicable, you should also include any claims for future management or maintenance costs.

If you have spent less on your project than the money we have paid you, your final payment may be reduced or you may need to return any money you have not spent. If this happens, we will agree the final amount with you before making the payment.

### After your project has completed

We will continue to keep in contact with you at intervals after the project is completed, including through our GDPR compliant customer surveys.

The standard terms of grant will continue to apply for a number of years, as set out in the grant notification letter, after you have achieved the approved purposes. During this time you must comply with the approved usage. You must continue to monitor this and get in touch with us if anything may affect your ability to keep to the approved usage.

## Guidance updates

We will regularly review this guidance and respond to user feedback. We reserve the right to make changes as required. We will communicate any changes as quickly as possible via this webpage.

# Standard Terms of Grant: £250,000 to £10million

30/01/2024

See all updates

These are our Standard Terms of Grant applying to development and delivery phase grants of £250,000 to £10m.

Page last updated: 30 June 2026.

### Definitions

**‘we’, ‘us’, ‘our’**?– the Trustees of the National Heritage Memorial Fund (who administer the National Lottery Heritage Fund and other grant funding on behalf of other bodies from time to time).

**‘you’, ‘your’**?– the organisation(s) awarded the?Grant?as named in the?Grant Notification Letter?and any organisation which agrees to be a joint grantee and to comply with the?Grant Contract.

**Additional Grant Conditions**?–?any additional grant conditions set out in the?Grant Notification Letter.

**Application?**– your completed?Application?form and any documents or information you send us to support your request for a?Development Phase or Delivery Phase?grant.

**Application Guidance**?– the document setting out the scope of the funding programme and how to apply.

**Approved Purposes** –?the?Approved Purposes?summarise the?Project?described in your?Application?which comprises either the Development Phase or the?Delivery Phase and demonstrates how your Project will achieve the Investment Principles.

**Approved Usage**?–

- for a Development Phase project this means using the product of the Development Phase to develop a subsequent Delivery Phase application; or
- for a Delivery Phase project this means how you said you would use the?Property in your Application after the Project Completion Date and applies until the end of the Term of the Grant Contract (allowing for any changes that we may have agreed up to the release of any of the?Grant and subsequently).

**Completion Report** – the report to be submitted by the Grant Expiry Date.

**Delivery Phase?**– the implementation of the capital and/or activity phase of the?Project.

**Development Phase** - the work involved in developing the Project to a Delivery Phase application, including the production of designs, plans, and other documents.

**Digital Outputs**?– all material with heritage content created in or copied into a digital format by or for you in connection with the?Project.

**Grant?**– the amount set out in the?Grant Notification Letter.

**Grant Contract**?– made up of the

- Grant Notification Letter;
- Standard Terms of Grant;
- any?Additional Grant Conditions;?and
- signed?Permission to Start?Form.

**Grant Expiry Date?**– the date by which you must achieve the?Approved Purposes?as set out in the?Grant Notification Letter?and by which you will make the final drawdown of the?Grant.

**Grant Notification Lette**r?– the letter confirming our?Grant?to you.

**Open Licence**?– the?Creative Commons Attribution 4.0 International?(CC BY 4.0) licence, or equivalent.

**Other guidance?**– all other guidance relevant to the Project on our website as amended from time to time.

**Investment Principles**?–?the four investment principles set out in the Application Guidance which all Projects must take into account, and which guide our decision making.

**Permission to Start Form** –?the form you submit to us requesting permission to start the?Project.

**Permission to Start** –?our written confirmation that you may start the?Project.

**Project?**– the purposes we have approved as set out in the?Application?(taking account of any changes we and you have agreed in writing up to the date of our decision to award you the?Grant?and any changes that we tell you about in the?Grant Notification Letter). These purposes are sometimes described as?Approved Purposes?and include you getting and using partnership funding as set out in the?Application?and how you said you would use the?Property?(if any).

**Project Completion Date** –?the date of the email confirmation we send you letting you know that the?Project?is recorded as complete.

**Property?**– any property that you buy, create, receive or restore, or property that is otherwise funded by the?Grant? including?Digital Outputs, intellectual property rights and any documents that you produce or order as part of the? Project.

**Receiving a Grant?**– the guidance we publish to explain how we will pay the?Grant, monitor the Project and agree changes to the?Grant.

**Standard Terms of Grant?**– these standard terms.

**Subsidy Control Law** – means the applicable laws in the UK concerning the award of subsidies in the UK as at the date of this Agreement and subsequently, including but not limited to the Subsidy Control Act 2022 and relevant implementing regulations, statutory guidance and caselaw.

**Term of the Grant Contract**?– the duration of the?Grant Contract?set out in the?Grant Notification Letter.

**Third Party**?– any owner of?Third Party Property.

**Third Party Property**?– any property identified in the?Application?that belongs to or is controlled by a?Third Party.

**Third Party Ownership Requirements**?– the requirements set out in the Application Guidance relating to the contractual arrangements we expect you to enter into with a?Third Party.

**Working Day** – any day other than a Saturday, a Sunday or a day which is a bank holiday in any part of the United Kingdom.

## Achieving the Approved Purposes

1. You must use the?Grant?only for the?Approved Purposes, unless you get our approval beforehand.

2. You must not start work to achieve the?Approved Purposes?before?Permission to Start.

3. You must achieve the?Approved Purposes, submit your Completion Report and make your final Grant drawdown by the?Grant Expiry Date.

4. You must use the?Property, or allow it to be used, only for the?Approved Usage?during the?Term of the?Grant Contract.

5. As well as these?Standard Terms of Grant, you must follow the?Additional Grant Conditions?(if any) set out in the? Grant Notification Letter, address any issues we identify in the course of monitoring, and meet the requirements set out in the?Application Guidance,?Receiving a Grant, and Other guidance published on our website which is relevant to the? Project including how to acknowledge your grant.

6. You must carry out the?Approved Purposes?in line with current best practice in your area of heritage and to a standard that is appropriate to a project of importance to the national heritage. You must follow all legislation and regulations that apply.

## Compliance with legislation and Government requirements

7. You agree to follow a whistleblowing process to report if the dignity, safety, security and well-being of end-users is not met.

8. You agree not to engage in any personal, business or professional activity which conflicts or could conflict with any of your obligations in relation to the Grant Contract, and keep in place adequate procedures to manage and monitor any actual or perceived bias or conflicts of interest.

9. You follow and comply with all applicable laws, statutes and regulations that apply to your organisation. This includes (but is not limited to):

a) anti-bribery and anti-corruption, including but not limited to the Bribery Act;

b) data protections laws including the UK GDPR and Data Protection Act 2018; and

c) safeguarding policies and procedures where applicable.

10. You agree to behave ethically by following the 7 principles of public life and make sustainable choices to reduce your Projects impact on the environment.

11. You agree to follow the government Code of Conduct that sets out the standard of behaviour for people or organisations that receive government grants.

12. You will tell us in writing as soon as possible if any legal claims are made or threatened against you and/or would adversely affect the Project during the period of the Grant (including any claims made against members of your governing body or staff concerning the organisation).

13. You will tell us in writing as soon as possible of any investigation concerning your organisation, trustees, directors, employees or volunteers carried out by the Police, Charity Commission, HM Revenue & Customs or any other regulatory body.

## Subsidy Control Law

14. We expect you to undertake an independent assessment of the compatibility of the Project with Subsidy Control Law and confirm to us that the Project is structured so that it may be compliant with Subsidy Control Law. Where we provide our views on any aspect of Subsidy Control Law, you confirm that you will consider this information alongside all other sources of Subsidy Control Law available at the time of entering into this Contract (including regulations and published decisions) in undertaking your own assessment of the Project's compliance. We will take into account your representations on Subsidy Control Law compliance in deciding to offer the Grant.

15. We will reasonably determine in our view and following our own analysis in conjunction with the information supplied by you whether the Grant will be provided in accordance with Subsidy Control Law, and we will make relevant records to enable us to defend any challenge from a third party to the Grant based on Subsidy Control Law as may arise.

16. You agree to maintain appropriate records of compliance with the Subsidy Control Law and agree to take all reasonable steps to assist us to comply with Subsidy Control Law requirements and respond to any investigation(s) instigated by a Government Department or third-party challenge in the national courts.

17. You acknowledge and accept that the finding of Subsidy Control non-compliance in respect of the Project by a Government Department or a Court of competent jurisdiction, may lead to the Grant Recipient being ordered to repay the Grant with interest.

18. We shall undertake relevant transparency publication requirements in relation to the Grant if we determine it is an allowable subsidy under Subsidy Control Law within not more than three months following the date of this Contract and shall confirm to you once done including a link to the relevant publication.

## Freedom of information

19. You acknowledge that we are subject to the requirements of the Freedom of Information Act 2000 ("FOIA") and the Environmental Information Regulations 2004 and shall assist and co-operate with us (at your expense) to enable us to comply with these information disclosure requirements.

## Data Protection

20. You shall (and shall procure that any of your staff involved in connection with the activities under this Contract shall) comply with any notification requirements under the Data Protection Act 2018 and UK General Data Protection Regulations ('Data Protection Legislation') and we will both duly observe all obligations under the Data Protection Legislation which arise in connection with this Contract.

21. For the purpose of this Grant Contract and the Approved Purposes, we do not envisage that either party will process any personal data for or on behalf of each other, under or in connection with this Grant Contract. If we or you anticipate that the other will process any personal data for and on behalf of each other we shall agree a variation to this Grant Contract to incorporate appropriate provisions in accordance with Article 28 of the UK GDPR, or as otherwise required by the Data Protection Legislation.

## Project monitoring

22. You must give us any progress reports, financial or other information and records we may need from time to time on the?Grant, the?Property, the?Approved Purposes?(and achieving them) and the?Approved Usage.

23. You must allow us (or anyone we authorise) to have any access we may need to:

a) inspect the?Property?and any work to it;

b) monitor the conduct and progress of the?Approved Purposes; and

c) monitor the?Approved Usage.

In these cases we will give you notice. You will report on the progress of the?Project?at times agreed with us.

24. We may ask you to provide proof that you have taken action to reduce the risk of fraud. We may ask you to let us examine your accounting processes and procedures to check the effectiveness of anti-fraud measures.

25. We will monitor the progress of the?Project?and will carry out checks during, at and after the end of the?Project?to confirm that it is delivering the?Approved Purposes as?expected. If we (or anyone we authorise) make any

recommendations on the matters set out in paragraph 23, you must take those recommendations into account when meeting your obligations to us.

26. We, and the National Audit Office and/or their authorised representatives may, at any time during and up to 7 years after the end of the Grant Contract, conduct audits in relation to your use of the Grant and/or compliance with this Grant Contract. You agree to act reasonably in cooperating with such audits, including by granting access to relevant documentation, premises and personnel.

27. You must take appropriate steps to monitor your own success in achieving the?Approved Purposes?and in using the?Property?for the?Approved Usage. On completing the?Project, you must submit your?Completion Report before we will release the final?Grant?payment.

## Procurement

28. Before you start any phase of the work needed to achieve the?Approved Purposes, you must put in place all necessary contracts with appropriately qualified contractors and professional advisers to allow you to finish that phase of the work. Building contracts must contain a clause which allows you to retain part of the contractors' fees on practical completion of the works. If you want any contracts to be on different terms, you must get our approval beforehand.

29. If the?Approved Purposes?involve buying goods or services or getting work done, you must carry out a tendering exercise in line with the requirements set out in the?Application Guidance and Receiving a Grant?and Procurement Guidance available on our website.

## Property

30. For the avoidance of doubt Property includes land and buildings, anything fixed to land such structures and statues, objects in a museum or library collection which are being acquired, restored, conserved or improved with our Grant and intangible or non-physical property which is being created.

31. You must continue to own the?Property?and keep exclusive control over what happens to it. Except as permitted under paragraph 43 (Digital Outputs), you must not sell, let or otherwise part with it or any interest in it, or give any rights over it to anyone else (or take any steps to do so) without our approval beforehand. Our approval may depend on any of the following requirements:

a) that you pay us a share of the net proceeds of selling or letting the?Property?within one month of parting with the assets or other goods;

b) that you sell or let the?Property?at its full market value; or

c) any other conditions we think fit.

32. We may claim from you an amount in the same proportion to the sale price as the?Grant?is to the original cost of the?Approved Purposes, or the portion of the?Grant?spent on the assets or goods concerned, whichever is the greater. If you applied for the?Grant?in accordance with the Heritage Enterprise?Application Guidance?the share of the proceeds of share to be paid to us will be calculated in accordance with the formula set out in that guidance. You must pay whatever we decide is appropriate in the circumstances. We may decide not to ask you to repay the?Grant?(or any

part of it as we think fit) for any reason but it is for us to decide that.

33. We reserve the right to take security over the Property or your organisation's undertaking at our option. If we exercise our right under this clause, the Grant (or any part of it which has not been disbursed) will not be disbursed until the documents needed to create the security have been completed to our satisfaction.

34. If the?Approved Purposes?include creating, repairing or restoring property, you must maintain the?Property?in good repair and condition after the work has been done. If the?Approved Purposes?include the preparation of a maintenance and management plan or a conservation plan, you must maintain, manage or conserve the?Property?in accordance with the version of the relevant plan that we have approved.

35. You must insure the?Property?to the standard set out in (and use any proceeds of the insurance in line with) the?Application Guidance?as amended from time to time.

36. You must keep any objects or fixtures that form part of the?Property?in a physically secure and appropriate environment.

37. You must tell us, in writing, within five Working Days about any significant loss or damage to the?Property.

38. You must arrange for the general public to have appropriate access to the?Property and make sure that no person is unreasonably denied access to the?Property.

39. If the?Approved Purposes?involve using part of the?Grant?to buy, receive, create, restore, conserve or otherwise fund?Third Party Property?you must comply with our?Third Party Ownership Requirements.

## Publicity and acknowledgement

40. We may make the purpose and amount of the?Grant?public in whatever way we think fit.

41. Once we have announced the?Grant, you must acknowledge the?Grant?publicly in line with the requirements set out in the guidelines on our website. You must meet any other acknowledgement or publicity requirements we may tell you about from time to time. Before we make any public announcement of the?Grant, you must not issue any public statement, press release or other publicity in relation to the?Grant?or which refers to us, other than in a form we have approved beforehand.

42. You must also provide us with high resolution digital images of the?Project. You give us the right to use those you provide us with at any time, including putting them into a digital format and altering them. You must get all the permissions required for you and us to make use of them before you use them or send them to us. You must also apply the required?Creative Commons Attribution 4.0 International?(CC BY 4.0)?Open Licence?to the images.

## Digital Outputs

43. You agree to:

a) grant us a non-exclusive, royalty free licence to use, copy, keep and disseminate the Digital Outputs as we see fit and to grant sub-licences of the same kind for the Term of the Grant Contract;

b) apply a?Creative Commons Attribution 4.0 International?(CC BY 4.0)?Open Licence?or equivalent, to all grant funded?Digital Outputs, with the exception of code and metadata, and not including public domain assets or non-original digital reproductions of public domain assets (see below);

c) clearly identify and apply Creative Commons 0 1.0 Universal (CC0 1.0) Public Domain Dedication, or equivalent to:

- code and metadata created in the course of the project; and
- Public domain assets or non-original digital reproductions of public domain assets;

d) obtain and maintain in force all authorisations of any kind required for you to apply the relevant Open Licence or Public Domain Dedication (CC BY 4.0 or CC0 1.0);

e) contract to the effect that any creation by you or on your behalf of material which forms?Digital Outputs?is undertaken on terms that either the copyright in the digital material is assigned to you or that the copyright owner agrees that material may be shared under a CC BY 4.0?Open Licence?or equivalent;

f) ensure that the?Digital Outputs?are kept up-to-date, function as intended and do not become obsolete before the twentieth anniversary of the?Project?Completion Date;

g) comply with these?Standard Terms of Grant?in relation to the digital files that make up the?Digital Outputs?for the period agreed in the?Grant Notification Letter. For the avoidance of doubt, this includes ensuring free and unfettered online access to the?Digital Outputs.?You must not release your project's Digital Outputs on other terms without our prior written consent;

h) ensure websites and website content meet at least W3C Double A accessibility standard; and

i) provide us with the web address or addresses (URL/s) of the site or sites that will host your?Digital Outputs?for the specified length of time, and update these if materials are relocated. For projects where materials are located across a range of sites, the URL of an online index page is required.

## Grant payment and repayment

44. We will, up to the?Grant Expiry Date, pay you the?Grant?or any instalment of it in line with these?Standard Terms of Grant?and the procedures explained in?Receiving a Grant?as long as:

a) The National Lottery continues to operate under the National Lottery etc. Act 1993 (as amended from time to time) and the Trustees of the National Heritage Memorial Fund continue to operate under the National Heritage Act 1980 (as amended from time to time);

b) enough funds are made available to us under the National Lottery Act or from other such other sources that are required to deliver our grant programmes; and

c) we are satisfied that you are achieving (and will continue to achieve) or have achieved the?Approved Purposes?in line with these?Standard Terms of Grant?and that you are spending the?Grant?in proportion to any partnership or any other funds you receive from other sources for the?Approved Purposes.

45. You acknowledge that the?Grant?is the total amount of funds we will provide and will not be increased as the result of you overspending or for any other reason.

46. You must repay to us immediately any?Grant?that we have paid you (and we will stop any future instalments of the?Grant) if:

a) you no longer operate, or you are declared bankrupt or placed into administration, receivership or liquidation;

b) your fail to use the Grant for the Approved Purposes unless agreed in advance by us;

c) you fail to keep to the Approved Usage unless agreed in advance by us;

d) you dispose of the Property without our permission;

e) you fail to provide us with information or carry out our reasonable instructions to address any issues with your Project;

f) you have, in our opinion, given us fraudulent, incorrect or misleading information or knowingly withheld relevant information that is relevant to the content of your Application;

g) you have acted negligently in any significant matter or fraudulently in connection with the?Approved Purposes?or the ?Approved Usage;

h) any competent authority, for example, a court, a public body, or local authority directs the repayment of the Grant, including circumstances where the Grant is deemed to be an unlawful subsidy;

i) there is a significant change in your organisational structure or status unless otherwise agreed with us;

j) you bring us or the National Lottery into disrepute, or which we consider for any reason puts public funds at risk;

k) we terminate or suspend any other grant we have given you;

l) you fail to make good progress with the?Project?or are unlikely in our view to complete the?Project?or achieve the Approved Purposes; or

m) you fail to keep to any of these?Standard Terms of Grant.

47. The Grant shall not be repayable under paragraph 46 in the following situations:

a) change of ownership of the Property;

b) material change in your organisational structure;

c) change to the Approved Purposes; and/ or

d) change to the Approved Usage;

provided you, or the new owner (if relevant), send us a request for consent to the change which we agree in writing. Our consent may be subject to conditions including requiring that you enter into a deed of variation with us or that the new owner enters into a novation agreement with us.

48. In the event of breach of any of the terms and conditions set out in this Contract, it shall be for us acting reasonably:

a) to determine whether the breach is capable of remedy; and

b) if the breach is considered by us to be capable of remedy, to notify you of the period within which the breach must be remedied to avoid the Grant becoming repayable in accordance with paragraph 46.

49. If you are a commercial organisation and applied for the?Grant?in accordance with the Heritage Enterprise? Application Guidance?you will be required at 5 and 9 years after the?Project Completion Date?to pay us a share of the? Project?net earnings in excess of the projected future income and expenditure which you used to establish the conservation deficit in your?Application. Such share will be calculated in line with the relevant grant percentage set out in the Grant Notification Letter.

50. If you achieve the?Approved Purposes?without spending the full amount of the?Grant, you must pay back the part of the?Grant?you have not spent. We will treat you as spending the?Grant?in proportion to other funds you were due to receive from other sources for the?Approved Purposes.

51. If you sell or otherwise part with all or part of the?Property?without our permission under paragraph 31, or you receive money in some other way as a result of you not following these?Standard Terms of Grant and any Additional Grant Conditions, you may have to pay us immediately a share of the net proceeds if that share is more than the amount we would otherwise be entitled to under paragraph 46.

## General terms

52. You may not, and must not claim to, transfer the?Grant?or any rights under the Grant Contract.

53. You must take all steps and sign and date any documents as may be necessary to carry out your obligations under the Grant Contract and to give us the rights granted to us under them.

54. If there is more than one of you, any liability under the Grant Contract will apply to you all together and separately.

55. We may rely on any of our rights under these?Standard Terms of Grant?at any time, even if we do not always choose to do so immediately. If we decide not to rely on one right, we may still rely on any of our other rights under these?Standard Terms of Grant.

56. If you need our approval for anything, you must write to us to ask for it. You may only rely on any approval needed under these?Standard Terms of Grant?if we (or anyone we authorise) give it to you in writing.

57. All notices and other communications we or you send to each other under these Standard Terms of Grant (including any approvals or consents required from us) shall be in writing and shall be deemed to have been duly given if personally delivered, e-mailed, or mailed (first class postage prepaid) to the address of the relevant party, as referred to above or otherwise notified in writing. If personally delivered or if e-mailed all such communications shall be deemed to have been given when received (except that if received on a non-Working Day or after 5.00 pm on any Working Day they shall be deemed received on the next Working Day) and if mailed all such communications shall be deemed to have been given and received on the second Working Day following such mailing.

58. Any documents you need to send us under these?Standard Terms of Grant?are for our own purposes only. If we approve or accept any documents, this does not mean that we have approved or accepted them for any other purpose.

59. Our staff, Trustees and advisers cannot give you professional advice and cannot be held responsible for any action you take, any action you fail to take, or for your debts or liabilities. Even though we may give you funding you are still fully responsible for every part of your Project, your business and the decisions about it. We will not be responsible to anyone else who may take, or threaten to take proceedings against you.

60. Paragraphs 23(a) and (c), 31, 34 and 35 will not apply if your Project is for the Development Phase.

61. The?Term of the Grant Contract?will last for the period set out in the?Grant Notification Letter.

62. The Grant Contract?cannot be enforced by anybody other than you or us.