



Collecting Cultures

Grants of up to £500,000

Application guidance

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www.hlf.org.uk

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Part one: Introduction

Welcome

In 2008 the Heritage Lottery Fund (HLF) awarded 22 grants under the first Collecting Cultures initiative; a total of £3.14million to museums and galleries for projects which aimed to develop their collections through targeted acquisitions. As part of our new strategic framework we are launching a second Collecting Cultures initiative. Collections management and development is core to museums, libraries and archives so through this programme we want to support the strategic acquisition of collections.

This is driven by the success of the previous Collecting Cultures projects and recognises that a strategic collecting initiative of this type enables organisations to develop their collections through programmes of purchase over a period of time, as part of their collections development policy. Increasing access is central to collections development so our programme includes developing collections knowledge and curatorial skills, as well as engaging new and existing audiences.

The new Collecting Cultures is a £5million initiative. In addition to museums it is now also open to archives including film heritage and libraries with specialist heritage collections, such as cathedral and university libraries.

The initiative is intended to:

- support the development of collections and their use through strategic acquisition programmes, related research and public programmes;
- enhance the professional knowledge and skills of staff working in museums, libraries and archives;
- use strategic collecting programmes to support the funded museums, libraries and archives to increase resilience as an organisation.

There is one opportunity to apply for Collecting Cultures. The closing date for applications is **12 noon on 2 May 2014**.

About this guidance

This guidance will help you to decide whether this is the right initiative for you, as well as providing you with the information you'll need to plan an application. Information submitted as part of a project enquiry is not used in the assessment of an application.

Read **Part one: Introduction** and **Part two: Application process** to find out about what we fund and how to apply.

Part three: Receiving a grant tells you about how we will work with you if you receive a grant.

Part four: Application form help notes provides information to help you answer each of the questions on the application form.

The **appendices** expand on our requirements, and we have defined some of the terms we use in a **glossary** at the back.

Help we offer

Project enquiry service

Please tell us about your idea by submitting a project enquiry form online. Staff in your local HLF office will get in touch within 10 working days to let you know whether your project fits this initiative and to provide support with your application.

We recommend that you read **Parts one and two** of this Collecting Cultures application guidance in full before sending us your project enquiry.

We also provide a range of resources designed to help you plan your heritage project, and examples of projects that have successfully achieved outcomes for heritage, people and communities. You can find these online.

Who we fund

Under this initiative we fund applications from museums, libraries and archives which can demonstrate that they meet the standards of governance, collections care and access outlined in the industry standards of museum accreditation and archives accreditation. If your organisation is within either of those schemes you will be asked to show this in your application. If your organisation is not, you will be asked to supply evidence, such as your constitution and your collections development or acquisitions and disposal policies, which demonstrate that you can meet those standards.

We welcome partnership bids. If you are applying as a partnership, your application should demonstrate what additional benefits the partnership will achieve, for example by bringing small organisations together or sharing resources between large and small organisations.

If you are applying as a partnership, you will need to nominate a lead applicant. The lead applicant should provide a signed partnership agreement showing the involvement of each partner and how the project will be managed. The agreement should state which of the partners will acquire items in your project, and these partners should all meet the standards described above. If you include partners who will not acquire items, then we will not expect them to meet these standards. However, your application should describe the role they will play in your project.

Under this programme we fund applications from:

- not-for-profit organisations; and
- partnerships led by not-for-profit organisations.

We will not fund applications that involve private owners or for-profit organisations acquiring collections.

What we fund

Under this initiative we will fund strategic collecting projects by museums, libraries and archives, with accompanying staff skills development and public engagement to promote the active use of these collections.

When we say a **project** we mean work or activity that:

- is defined at the outset;
- has not yet started;
- will take no more than five years to complete;
- will contribute to achieving the outcomes we describe.

Your project should:

- develop your collections through a planned programme of targeted purchase over a period of up to five years;
- provide skills development for staff and volunteers to embed knowledge of collecting and your developing collection;
- provide a programme of public engagement focussed on the collecting area to promote its active use.

We will give grants of between £50,000 and £500,000 with at least 50% of the grant used to purchase items for your collection. You will not be expected to identify the items to be purchased in advance. We expect that projects will include an initial period of consultation and research into the planned collecting area before acquisitions start. You will not need to seek HLF approval for individual purchases. However, we do expect that you will seek valuations for acquisitions over £5,000.

The assessment process is competitive and we cannot fund all of the good-quality applications that we receive. As a guide, the following are unlikely to win support:

- projects outside the UK;
- projects where the main focus is:
 - meeting your legal and statutory responsibilities such as the requirements of the Equality Act 2010;
 - meeting your legal and statutory responsibilities under the Public Libraries and Museums Act 1964.

If your project is designed to benefit people in Wales, we expect you to make appropriate use of the Welsh language when you deliver your project.

The difference we want to make

We describe the difference we want to make to heritage, people and communities through a set of outcomes. These are drawn directly from our research into what HLF-funded projects have actually delivered.

Your project will need to contribute towards the six outcomes listed here.

Outcomes for heritage:

With our investment, heritage will be:

- better managed; and
- better interpreted and explained.

Outcomes for people:

With our investment, people will have:

- developed skills; and
- learnt about heritage.

Outcomes for communities:

With our investment:

- more people and a wider range of people will have engaged with heritage; and
- your organisation will be more resilient.

We provide detailed descriptions of these outcomes in **Section four: Project outcomes** in **Part four: Application form help notes**. These tell you what changes we want to bring about with our funding, and include some suggestions of how you can measure them.

Costs we can cover

Direct project costs

Your application should include all costs that are directly incurred as a result of the project.

Direct project costs include:

- acquisition costs;
- costs associated with acquisition, including professional and agents' fees, buyer's premium on auction house purchases, conservation reports, travel and transport costs and essential conservation work on acquired items;
- new staff posts to deliver the project;
- extra hours for existing staff to deliver the project;
- the cost of filling a post left empty by moving an existing member of staff into a post created for the project;
- professional fees;
- capital work;
- activities to engage people with heritage;
- evaluation;
- promotion; and
- extra costs for your organisation, for example, extra photocopying or new computers.

Direct project costs do not include:

- the cost of existing staff time;
- existing organisational costs (unless you are transferring an existing member of staff into a new post to deliver the project);
- fees incurred by the seller in an acquisition.

Please read about our requirements for **buying goods, works and services** in **Part three: Receiving a grant**.

Full Cost Recovery

For voluntary organisations, we can also accept part of an organisation's overheads (sometimes called 'core costs') as a part of the costs of the project. We expect our contribution to be calculated using Full Cost Recovery. We cannot accept applications for full cost recovery from public-sector organisations, such as government-funded museums, local authorities, or universities.

Your organisation's overheads might include overall management, administration and support, or premises costs that relate to the whole organisation. Under Full Cost Recovery, we can cover a proportion of the cost of an existing member of staff, as long as they are not working exclusively on the HLF-funded project.

Recognised guidance on calculating the full cost recovery amount that applies to your project is available from organisations such as ACEVO and Big Lottery Fund. You will need to show us how you have calculated your costs, based on recent published accounts. You will then need to tell us on what basis you have allocated a share of the costs to the project you are asking us to fund, and we will assess whether this is fair and reasonable.

Your contribution

We ask you to make a contribution towards your project. We describe this as 'partnership funding' and it can be made up of cash, volunteer time, non-cash contributions, or a combination of all of these. Some of your partnership funding must be from your own organisation's resources.

If you are requesting a grant of £100,000 or less you do not have to make a contribution to the costs of your project.

If you are requesting a grant of more than £100,000 you must contribute **at least 5%** of project costs.

Whether or not you are able to offer a cash contribution, we encourage you to gain support for your project in the form of non-cash contributions and volunteer time. This is particularly important if you are asking for a grant which is a very high percentage of the total costs of the project.

Please read about non-cash contributions and volunteer time in the **glossary**.

Other information about your application

Freedom of information and data protection

We are committed to being open about the way we will use any information you give us as part of your application. We work within the Freedom of Information Act 2000 and the Data Protection Act 1998. When you submit your declaration with your application form you are confirming that you understand our obligations under these Acts.

Complaints

If you want to make a complaint about HLF, we have a procedure for you to use. This is explained in *Making a complaint*, a document available on our website. Making a complaint will not affect, in any way, the level of service you receive from us. For example, if your complaint is about an application for funding, this will not affect your chances of getting a grant from us in the future.

Part two: Application process

Making an application

You will need to submit your application by **12 noon on 2 May 2014**.

We will assess your application and then it will go to our Board of Trustees for a decision in September 2014.

For more information, please see **How we assess applications** and **How decisions are made**.

Whilst planning your application you are advised to read:

- *Activity plan guidance*.

If your project will deliver digital outputs you should also read:

- *Management and maintenance plan guidance*.

These documents can be found on the HLF website: **www.hlf.org.uk**

The table below sets out the level of information required in your application.

Information about	Your application
Activities	<p>For projects applying for over £100,000: An activity plan setting out detailed proposals for years 1 and 2 of your project and outline proposals for the remainder of your project.</p> <p>For projects applying for up to £100,000: An action plan, using the template included in the activity plan guidance.</p>
Acquisitions	A plan for developing your collection setting out detailed planning for years 1 and 2 of your project and outline planning for the remainder of your project.
Project outcomes	Detailed information about how you will achieve the six outcomes.
Project management	<ul style="list-style-type: none"> • Detailed information about how you will manage your project, including briefs for work to be undertaken by consultants and new job descriptions. • Timetable for your project, with detailed information for years 1 and 2 and outline information for the remainder of your project. • Information about your partnership, if you are applying in partnership, including a partnership agreement.
After the project ends	<ul style="list-style-type: none"> • Detailed information about how you will sustain the outcomes of your project after funding has ended, including funding any additional running costs. • Detailed information about how you will evaluate your project. • A management and maintenance plan for any digital outputs your project will deliver.
Project costs	<ul style="list-style-type: none"> • Detailed costs for your project • An indication that you will have secured partnership funding before you start your project.

How we assess applications

When we assess your application, we will consider the following:

- What is the heritage focus of the project?
- What is the need or opportunity that the project is responding to?
- Why does the project need to go ahead now and why is Lottery funding needed?
- What outcomes will the project achieve?
- Does your project offer value for money?
- Is the project well planned?
- Is the project financially realistic?
- Will the project outcomes be sustained after the project has ended?

How decisions are made

Applications for Collecting Cultures are decided on by our **Board of Trustees**.

When there is competition for funding at a decision meeting, our decision takers use their judgement to choose which applications to support. In doing so, they may take account of:

- a broad geographical distribution of projects across the UK;
- projects across a range of heritage types;
- a range of types and sizes of organisation.

Part three: Receiving a grant

Terms of grant

If you are awarded a grant, you will need to comply with our terms of grant, which you can see on our website.

As Collecting Cultures projects will involve buying heritage items, the terms of the grant will last in perpetuity. If you wish to dispose of what you have bought in future, you can ask for our permission. We may claim back our grant.

Acknowledgement

We want people to know that the National Lottery has supported your project through HLF. If you are awarded a grant, you must acknowledge our funding using a grantees' acknowledgement logo, both during the delivery of your project and after its completion. We will give you guidance on this and can provide some acknowledgement materials free of charge.

Images

If you are awarded a grant, you will also need to send us images of your project. These can be hard-copy photographs, transparencies or high-resolution digital images.

You give us the right to use any images you provide us with. You must get all the permissions required before you use them or send them to us.

Mentoring and monitoring

When you are awarded a grant, we will contact you about arranging a start-up meeting. At this meeting you may be introduced to a mentor who will support you in developing or delivering specific aspects of your project, or a monitor who will help review risks. We will review your project at suitable stages.

Permission to start

If you are awarded a grant, you will need to have our written permission before you start any work on your project. In order to grant you permission to start, you will need to provide us with:

- proof of partnership funding. We may exceptionally consider a realistic fundraising plan instead;
- a detailed timetable or work programme;
- cost breakdown and cash flow;
- project management structure and your method of buying goods, works and services;
- your bank details, authorised signatories, and a signed hard copy of the declaration and permission to start request form.

Grant payment

When you are awarded a grant, we will calculate the percentage of cash that we are contributing towards the project. We call this the 'payment percentage.'

For grants up to £250,000, we pay your grant in three instalments. We will give you 50% of the grant up-front, then 40%, and then 10% once you have finished your project.

For grants above £250,000, we pay your grant in more than three instalments, as we do not make advance payments greater than £125,000. We will pay your grant in instalments capped at £125,000 until 90% of your grant has been paid. You will then be paid the final 10% once you have finished your project.

Buying goods, works and services

Acquisitions for your collection

Collecting Cultures is an acquisition programme. At least 50% of our grant will be for you to spend on purchasing items for your collection. For these individual acquisitions, you must obtain an independent valuation whenever the actual or estimated price of an item is £5,000 or more (excluding fees and taxes). You must not proceed with the purchase if this valuation is 10% or more below the actual price (or the top of an estimated price range). HLF may ask to see evidence of compliance with this condition at any time. For acquisitions of below £5,000 you are strongly recommended to obtain an independent valuation.

Buying other items for your project

In addition to acquisitions, Collecting Cultures projects will also involve other works and activities; relating to skills development and public engagement. For these non-acquisition parts of your project:

Procedures to recruit consultants and contractors must be fair and open and keep to the relevant equality legislation. In all applications regardless of level of funding we will ask you to give us details of the procurement (buying), tendering and selection process for all parts of your project.

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, you will need to tell us how you did it. We cannot pay your grant if you have not followed the correct procedure.

You must get at least three competitive tenders or quotes for all goods, work and services worth £10,000 or more (excluding VAT) that we have agreed to fund.

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.

Your project may be covered by European Union (EU) procurement rules if it exceeds the thresholds noted below. This will require that all services for both fees and construction will need to be tendered through Tenders Direct, previously known as Official Journal of the European Union (OJEU).

If you are a non-public body, and your HLF grant exceeds 50% of the estimated cost of a contract, or the HLF grant together with other public funding exceeds 50% (e.g. ERDF, local authority, or other lottery distributors), and exceeds the thresholds noted below, you must adhere to EU Procurement Regulations.

The applicable thresholds can be found on the Cabinet Office website. Thresholds are reviewed annually in January. If you are a public body, different thresholds apply, and you will have to comply with those that are already relevant to you.

The thresholds apply to all individual consultant appointments (or to the aggregate fee as a single appointment) and to construction works.

All staff posts must be advertised, with the following exceptions:

- If you have a suitably qualified member of staff on your payroll that you are moving into the post created by your HLF project. You will need to provide a job description for this post.
- If you have a suitably qualified member of staff on your payroll whose hours you are extending 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 the role they will undertake.
- If you are a voluntary organisation and are including a proportion of a staff member's time in your Full Cost Recovery calculation.

Insuring works and property

We need to protect Lottery investment, so ask you, with your contractors, to take out insurance for any property, works, materials and goods involved. All of these must be covered for their full reinstatement value against loss or damage, including inflation and professional fees.

Evaluation

We recommend you build in evaluation from the beginning of your project. During your project we will expect some evaluation feedback from you.

- We will send you an **evaluation questionnaire** each year throughout your project. It will ask for information on the acquisitions made, the numbers of activities undertaken, the number of visitors received, the amount of training and volunteer involvement in your project.
- You must send us an **evaluation report** before we pay your last 10% of grant.

Please see **Appendix 1: Evaluation** for more information.

We also carry out our own programme evaluation research and may ask you for additional information on your project outcomes as part of that work.

Part four: Application form help notes

We use this application form for other grant programmes where projects include a development phase and a delivery phase. Collecting Cultures projects only include a delivery phase, so you should not answer questions about the development phase of your project.

There is a word limit for your application of 9,000 words in total. There are also word limits to some of the answers you may give; these are shown on the online form.

Section one: Your organisation

1a. Address of your organisation.

Include your full postcode. If the project is being delivered in partnership, please insert the address of the lead organisation.

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

If identifying the postcode is difficult, provide the address and postcode of the nearest building.

1c. Details of main contact person.

This person must have official permission from your organisation to be our main contact. We will send all correspondence about this application to this person, at the given email address.

1d. Describe your organisation's main purposes and regular activities.

Tell us about the day to day business of your organisation.

Collecting Cultures grants are for museums, libraries and archives which can demonstrate that they meet the standards of governance, collections care and access outlined in the industry standards of museum accreditation and archives accreditation. Please state if you are within either of these schemes. If not, please refer to your organisation's policies and strategies which demonstrate you are working to these standards and include copies of these with your application.

1e. The legal status of your organisation.

Fill in as appropriate.

- If you are not a local authority, but report to the government (such as a state school or university), please tick 'other public sector organisation'.
- If your type of organisation is not listed, please tick 'other'. This might include a Community Interest Company or a social enterprise.
- If you are not a public sector organisation, you will also need to tell us about your organisation's capacity by providing information about your staff structure, your governing body and your financial situation.

1f. Will your project be delivered by a partnership?

Fill in as appropriate.

If you are applying as a partnership, there must be a lead applicant. Please indicate which organisations plan to purchase items for their collections as part of your project. Items must be acquired by individual organisations rather than jointly. All partnership applications must include a partnership agreement.

Please state whether all partners are within an accreditation scheme. If all partners who will be acquiring items through the project are not within a scheme, please include their policies and strategies which demonstrate they are working to these standards.

1g. Are you VAT-registered?

Fill in as appropriate.

Section two: The heritage

2a. What is the heritage your project focuses on?

Provide a description of your collections as they are today and summarise the parts of your collections development policy relating to this project.

Provide an explanation of the current and potential heritage significance of the collection, including the part of the collection you wish to develop. This should refer to its significance in local, regional and national contexts and also its relationship with other collections of the same kind.

Outline your organisation and staff's experience of collections development.

2b. Is your heritage considered to be at risk? If so, please tell us in what way.

Please do not answer this question.

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

Collecting Cultures projects will not normally involve work to physical heritage, please do not answer this question.

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

Fill in as appropriate.

Collecting Cultures will fund buying heritage items which were created **more than 10 years ago**. If you wish to buy some more recent items of heritage importance with our grant, we will support this if the majority of the items you acquire through the project are more than 10 years old.

Section three: Your project

3a. Describe what your project will do.

Explain your plan for acquisition;

- describe the areas of your collections that you wish to develop and the kind of items you will aim to acquire;
- explain how this project fits with your organisation's wider collections development policy or acquisition and disposal policy;
- explain how the significance of the collection will be enhanced by the programme of acquisition and accompanying collections development activities.

Provide details of the staff and volunteer development that will form part of your project.

Referring us to your activity plan, describe the programme of public engagement you will deliver to promote the active use of the collection you wish to develop.

If you are applying as a partnership, explain the added value that working together will bring to the project.

3b. Explain what need and opportunity your project will address.

- Tell us about any problems or opportunities there are relating to the collection you wish to develop and how it is managed now.
- Tell us about any problems and opportunities there are relating to how people engage with the collection now.
- Refer us to your plans for acquisition and your activity plan, where you will explain in more detail how your project will address these needs and opportunities.

3c. Why is it essential for the project to go ahead now?

When looking at projects in competition with each other, decision makers may ask how urgent a project is.

- Tell us if there is partnership funding available to you now that won't be in the future.
- Tell us if there are circumstances which mean that this is a particularly good opportunity for you to do your project (for example, you will be able to benefit from or complement another project or development which is going ahead now).

3d. Why do you need Lottery funding?

- Tell us about any other sources of funding that you have considered for developing this collection.
- Tell us what will happen if you do not get a grant from us.

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

- Tell us about any consultation you have taken with other organisations.
- Tell us about the options you have considered, and why this project is a suitable response to the problems and opportunities identified in 3b.
- Refer us to your plan for the research and consultation you will carry out before beginning your programme of acquisition, explaining how this will build on the work you have already done.

Section four: Project outcomes

Outcomes are changes, impacts, benefits, or any effects that happen as a result of your project. In the notes on the next pages, we have provided descriptions of outcomes for heritage, people and communities to help you understand the difference we want to make with our funding.

Your project should contribute towards all six of the Collecting Cultures outcomes.

We want to see that your project will make a **lasting** difference to heritage, people and communities. It's likely that you will have achieved a number of outcomes before the end of your project, but some may be achieved in the future as well.

Questions 4a, 4b and 4c

Referring to the outcomes described on the next pages, tell us what changes will be brought about as a result of your project.

These outcomes are what you will evaluate the success of your project against, so it's important that they are clear and achievable. Tell us how you will know that your project has made a difference, showing how you will measure the outcomes you tell us about.

4a. What difference will your project make for heritage?

As a result of HLF investment:

Heritage will be better managed

There will be clear improvements in the way that you manage heritage (in this case the acquired items). This could include the implementation of a new management and maintenance plan or preservation plan, securing additional staff, trustees or other resources that you need, or the more effective use of existing resources including staff. Through being developed your whole collection will be in a more sustainable position for the long term. These improvements to managing the heritage are likely to mean that you can meet national or sector quality standards prior to commencement of the project.

Heritage will be better interpreted and explained

By acquiring collections you will be able to better explain and/or improve ways to help people make sense of that heritage. This might include new displays incorporating the material; talks or tours giving insight to the items or online information; and activities. Visitors and users will tell you that the interpretation and information you provide are high quality, easy to use, and appropriate for their needs and interests; that they enhance their understanding; and that they improve their experience of heritage.

4b. What difference will your project make for people?

As a result of HLF investment:

People will have learnt about heritage

Individuals will have developed their knowledge and understanding of the acquired heritage because you have given them opportunities to experience heritage in ways that meet their needs and interests. Adults, children and young people who took part in the project, or who are visiting your site or engaging with your heritage in other ways, e.g. through digital technology, will be able to tell you what they have learnt about heritage and what difference this makes to them and their lives. They will also be able to tell you what they are doing with that knowledge and understanding; for example, sharing it with other people, using it in their professional or social life, or undertaking further study.

People will have developed skills

Individuals will have gained skills relevant to ensuring the acquired heritage is better looked after, managed, understood or shared (including, among others, conservation, teaching/training, maintenance, digital and project management skills). As a result of taking part in a structured training activity – for example, an informal mentoring programme, on-the-job training or external short courses, staff and volunteers involved in your project will be able to demonstrate competence in new specific skills.

4c. What difference will your project make for communities?

As a result of HLF investment:

More people and a wider range of people will engage with heritage

There will be more people engaging with your organisation because of the acquired heritage items and this audience will be more diverse than before your project. You will be able to show that your audience profile has changed; for example, it includes people from a wider range of ages, ethnicities and social backgrounds; more disabled people; or groups of people who have never engaged with your heritage before. You will be able to show that these changes have come about as a direct result of your project, and particularly your audience development work and community consultation, by collecting and analysing information about the people who engage with your heritage – and those who don't – before, during and after your project. You will be able to show how more people, and different people, engage with heritage as visitors, participants in activities, or volunteers, both during your project and once it has finished.

Your organisation will be more resilient

Through long term collections development your organisation will have greater capacity to withstand threats and to adapt to changing circumstances. You will achieve this greater resilience through increased management and staff skills; development of new partnerships with heritage and other bodies; collections more aligned with relevant communities and users; greater local involvement with your organisation; fresh sources of expertise and advice; and working in partnership to share services, staff and resources. You might have new donors of collections, new volunteers who increase your capacity and skills; or new sources of income through commercial activity, endowments or new fundraising programmes.

4d. What are the main groups of people that will benefit from your project?

Provide information about the main groups of people that will benefit from your project.

4e. Does your project involve heritage that attracts visitors?

Fill in as appropriate.

4f. How many people will be trained as part of your project, if applicable?

Provide an estimate for the number of project staff, volunteers, interns, apprentices and others you will train.

4g. How many volunteers do you expect will contribute personally to your project?

Provide an estimate.

4h. How many full-time equivalent posts will you create to deliver your project?

Provide an estimate; only include new posts that will be directly involved in delivering the project.

Section five: Project management

5a-5d.

You do not need to answer these questions.

5e. 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 project, 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 staff, services and goods needed during your project.
- You will also need to send us:
 - a project management structure;
 - job descriptions for all new posts;
 - briefs for any consultants.
- 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.
- If you are moving an existing member of staff into a post created by this project, tell us how you will manage the work they are currently doing, or if this is coming to an end.

5f. Complete a detailed timetable for the delivery phase of your project.

This should contain all parts of your project such as choosing consultants, any further research or consultation that's necessary, acquisitions, activities and evaluation.

5g. Tell us about the risks to the delivery phase of your project and how they will be managed.

Use the table to tell us what the risks are for your project.

Here we want to see that you have started to think about the possible problems that you may face during your project. These risks could be:

- technical – for example, encountering difficulties in developing an area of acquisition;
- 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 market value of the items you wish to acquire;
- 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, changes in law that make the project impractical; or
- environmental – for example, difficulties in finding sources of timber from well-managed forests.

5h. When do you expect the delivery phase of your project to start and finish?

Fill in the boxes.

We expect that Collecting Cultures projects will run up to 5 years.

Section six: After the project ends

6a. How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?

- Provide **detailed** information about how you will maintain the outcomes of your project, in line with any consultation or research you have carried out.
- Tell us if and how your organisation will change during the project, and how this will enable you to sustain the benefits of our investment.
- If your project involves digital outputs, refer to your management and maintenance plan where relevant.
- Consider the resources that you will need to maintain the project outcomes.

6b. Tell us about the main risks facing the project after it has been completed and how they will be managed.

You may find it useful to refer to the help notes for question 5g.

6c. How will you evaluate the success of your project from the beginning and share the learning?

Please read about **evaluation** in **Part three: Receiving a grant**.

Tell us your proposed approach, how and when you will collect baseline data, who will have overall responsibility, and how you will share the evaluation and lessons learnt with similar organisations.

- Summarise your measures of success and your plans to evaluate your project;
- We want the Collecting Cultures initiative to help organisations achieve a step change in the way they develop and use their collections. Set out how you will share the lessons of your project to enable others to benefit from your knowledge and expertise.

Section seven: Project costs

Here, you should provide a summary of your project costs, using a single line per cost heading. As is shown in section nine, you will also need to provide a separate spreadsheet showing how these summary costs are broken down.

We expect you to provide detailed costs for your project.

Please read about **buying goods, works and services** in **Part three: Receiving a grant**.

Please note that your grant request will be rounded down to the nearest £100.

Your total project costs must match your project income.

Columns

Cost heading

The costs in this column are summary headings that we ask you to follow.

Description

Please add a general description and include more detail in your separate spreadsheet. There is a word limit of 20 words per description.

Cost

Please insert the relevant costs – without VAT and contingency (money to be used only for unexpected extra costs).

VAT (Value Added Tax)

- Make sure that you only include VAT in this column and not in the costs presented in the third column.
- You may not pay VAT on certain types of work or may only pay it at a lower rate. You should approach HM Revenue & Customs (www.hmrc.gov.uk) to check how much VAT you will need to pay.
- We cannot authorise the transfer of any part of the project costs to or from VAT.

This means that if you underestimate VAT, you will have to pay the extra costs, and if your VAT status changes so you can reclaim more than you expected, you will need to return this to us.

- You should make sure that all quotes you get clearly show whether VAT is included or not.

7a–7c.

You do not need to answer these questions.

7d. Capital costs.

This includes any capital work to heritage assets, as well as interpretation, and producing digital outputs.

Purchase price of items or property

The total amount you will spend on acquiring items for your collection. This should not be less than 50% of the grant you are asking for.

This should include all costs you incur which are directly relating to purchases, such as agents' fees, the buyer's premium for sales at auction, un-reclaimable VAT, conservation reports, travel costs and transport.

Fees incurred by your organisation as the buyer are eligible costs; fees incurred by the seller (e.g. legal and agents' fees) are ineligible costs.

Repair and conservation work

Collecting Cultures grants will cover the costs of essential remedial conservation of items that you have purchased.

New building work

We do not expect that Collecting Cultures projects will involve new building work.

Other capital work

This includes new interpretation, creating digital outputs or new displays and exhibitions.

Equipment and materials

This includes all equipment and materials relating to repairs or conservation work. Do not include materials relating to training here.

Other

Please list any other items that you consider to be capital costs.

Professional fees relating to any of the above

This includes any person appointed for a fixed fee to help with planning and delivering capital work in your project.

7e. Activity costs.

This includes everything you plan to do in your project that you have not covered in capital costs.

Professional fees

Fees should be in line with professional guidelines and based on a clear written specification.

In your separate spreadsheet you should use a separate line for each consultant.

New staff costs

Include costs of new fixed-term contracts, secondments (people who are temporarily transferred to your organisation) and the costs of freelance staff to help deliver your project. Do not include the costs of paying trainees here. In your separate spreadsheet, you must use a separate line for each new member of staff.

All staff posts must be advertised, with the following exceptions:

- If you have a suitably qualified member of staff on your payroll that you are moving into the post created by your HLF project. You will need to provide a job description for this post.
- If you have a suitably qualified member of staff on your payroll whose hours you are extending so that they can work on the project. In this case we will fund the

cost of their additional hours spent on the project and you will need to tell us about the role they will undertake.

- If you are a voluntary organisation and are including a proportion of a staff member's time in your Full Cost Recovery calculation.

If you are moving an existing member of staff into a post created by the project, then we can either pay for the cost of this member of staff, or for the cost of backfilling their post.

All salaries should be based on sector guidelines or similar posts elsewhere

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 bursaries or payments to trainees, as well as all resources needed to deliver activities to help trainees gain new or increased skills. For example - accreditation costs, short-course fees, equipment and any specialist clothing.

Training for volunteers

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

Travel for staff

This may include the cost of travelling to a site or venue. Travel costs by car should be based on 45p a mile.

Travel and expenses for volunteers

This may include food, travel and any other expenses to ensure volunteers are not out of pocket. Travel costs by car should be based on 45p 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.

Equipment and materials

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

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

Professional fees relating to any of the above

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.

7f. Other costs.

Recruitment

You must recruit new staff using a job description and person specification, with an appropriate selection process.

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 Lottery funding for heritage.
- Please read about **acknowledgement** in **Part three: Receiving a grant.**

Evaluation

You must evaluate your project and we recommend you allow sufficient budget for this process here. Staff in your organisation can do this or, depending on the scale and how complicated your project is, you may want to employ somebody to help.

Other

Include any other costs. In your separate spreadsheet, please include a clear description.

Full Cost Recovery

Please read about **Full Cost Recovery** in **Part one: Introduction.**

Contingency

Make sure that you only include contingency here and not in the costs under each heading. Not all cost items will need a contingency.

Your calculation for contingency should reflect:

- the degree of certainty with which you have arrived at your cost estimates;
- the project timetable; and
- the risk in relation to the type of project you are carrying out.

We will only agree to you using the contingency if you can show an unexpected need within your project.

Inflation

You should include an allowance for inflation for any items that may increase in cost over the period of your project.

The calculation must be as realistic as possible and relate to your project timetable.

Increased management and maintenance costs (maximum five years)

Do not fill in this budget line.

Non-cash contributions

Include items or services that you receive without charge, for example a donation of materials from a local firm or the use of a room. We only accept non-cash contributions if they are costs we could pay for with cash.

Volunteer time

Include the time that volunteers will give to helping you deliver your project.

You should use the following rates for different types of work:

- Professional labour - £350 a day. For example, designing and delivering audience activities,
- Skilled labour - £150 a day. For example, cataloguing.
- Unskilled labour - £50 a day. For example assisting at project activities.

7g. Delivery-phase income.

Please read about **your contribution** in **Part one: Introduction**.

Cash

- We accept cash funding from any public, charitable or private source, including European programmes.
- You can use funding from another Lottery distributor to contribute towards your project as partnership funding. However, this can't count towards your minimum contribution of 5% (for applications requesting a grant of more than £100,000), which must be made up of contributions from your own or other sources, not including the National Lottery.
- You do not have to have all the contributions in place when you apply to us. However you must have them in place by the time you are ready to apply for permission to start.
- We will assess whether your partnership funding expectations are realistic.

In-kind contributions, volunteer time and increased management and maintenance costs.

Do not fill in this budget line.

7h. Delivery-phase cost summary

The form will generate a summary of your total project delivery cost, delivery-grant request and your contribution.

7i. If cash contributions from other sources are not yet secured, how do you expect to secure these and by when?

You do not have to have all the contributions in place when you apply to us. However, you must have them by the time you are ready to apply for permission to start your project or a realistic plan for raising them.

7j. If you have included Full Cost Recovery, how have you worked out the share that relates to your project?

Please read about **Full Cost Recovery** in **Part one: Introduction**.

Section eight: Additional information and declaration

This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application.

When you submit your online form, you are confirming that you have read, understood and agree with the statements set out in the Declaration.

Section nine: Supporting documents

Please provide all of the documents listed here. When you fill in the online form, please note the following:

- There may be some documents listed on the online form which are not relevant to this grants programme. Mark these as 'not applicable'.
 - There may be some documents which are listed here, but are not listed on the online form. Please submit these as 'additional documents'.
 - If you attach more than 10 documents, or if the total size of the attachments exceeds 20 megabytes, you will not be able to save or submit your form. If you have more documents or very large documents, please email them to your local HLF office.
1. An activity plan. Follow the activity plan guidance on our website: www.hlf.org.uk. Please provide detailed planning for years 1 and 2 of your project, with outline planning for the remainder of your project. If you are applying for up to £100,000, you only need to complete an action plan, using the template included in the activity plan guidance.
 2. A project timetable, giving detailed information for years 1 and 2 and outline information for the remainder of your project.
 3. Cash flow for the project.
 4. Income and spending forecasts for the life of the project and five years following project completion.
 5. The project management structure.
 6. Spreadsheet detailing the cost breakdown in Section 7: project costs.
 7. Calculation of Full Cost Recovery included in your delivery costs (if applicable).
 8. Briefs for internally and externally commissioned work.
 9. Job descriptions for new posts to be filled.
 10. Not applicable to Collecting Cultures projects.
 11. A small selection of images that help illustrate your project. It would be helpful if these are in digital format (either as an attachment or on disk). We will use these images to present your project to decision makers. Please read about **images** in **Part three: Receiving a grant**.

12. If you are applying in partnership please provide;
 - Details of your partnership, its members and the scope of their collections in the collection area;
 - Details of any relevant joint working that you have already undertaken (and any other relevant partnerships);
 - Details of how all partners have contributed to the development of the application, and the roles each partner will take in delivering the project. Set out which partners will be acquiring items through the project and include their acquisition policies;
 - A partnership agreement that demonstrates all partners have approved the application and are committed to their role within the project.

Collecting Cultures applications should also provide:

13. Copy of your organisation's constitution, unless you are a public organisation.

If you have sent a copy of your constitution with a previous grant application (since April 2008) and no changes have been made to it, you do not need to send it again. Tell us the reference number of the previous application.
14. Copy of your organisation's accounts for the last financial year. This does not apply to public organisations.
15. Copies of your organisation's collections development policy and/or acquisition and disposal policy.
16. Evidence that your organisation (and any acquiring partners, if applying in partnership) meet the industry standards of museum accreditation or archive accreditation. If not part of either scheme, supply policies or strategies that demonstrate you are working to those standards.
17. A plan and budget for developing the collection, with detailed planning for years 1 and 2 and outline planning for the remainder of your project (including examples of recent sale prices for similar items).
18. An outline of the research and consultation you will carry out before beginning the programme of acquisition.
19. For projects which will deliver digital outputs, a management and maintenance plan.

Appendices

Appendix 1: Evaluation

We will undertake an overall programme evaluation of Collecting Cultures. If you are successful in getting a grant, as part of this process we will ask you to contribute to our evaluation, using our standard research tools so that we have consistent information about projects.

In addition, we expect you to evaluate your individual Collecting Cultures project so that your organisation can embed your learning for the future and share it with the sector. Depending on the scale and complexity of your project, you may want to employ somebody to help you with the evaluation, assessing whether the outcomes for your project are being successfully met. We would encourage you to collect baseline data on the key project measures at the start of your project so that the evaluation tools you use at the completion demonstrate the difference that has been achieved with our grant.

Your project evaluation

The following outline explains how to plan your project evaluation.

1. Acquisitions

We will want you to tell us how many acquisitions you have made using your HLF grant. You should detail the individual acquisitions and discuss how your acquisition progress compares to your project plan, explaining why you feel any differences have arisen.

2. Activities

We will want you to tell us how many activities were carried out using your HLF grant, the activities we list are:

- **open days:** days when you open a heritage site, collection or feature to the public, which cannot normally be visited. It can also include days when you don't charge for admission at attractions that normally charge an entrance fee.
- **festivals:** programmes of events or activities for the public, lasting one day or more, with a clearly defined theme or focus.
- **temporary exhibitions and displays:** exhibitions or displays that are not a permanent feature of your site and last less than 12 months.
- **guided tours or walks:** these may be guided by either your staff or people outside your organisation, but must be based on your heritage site or feature.
- **visits from schools or colleges:** these can include visits by primary, secondary and higher levels of education.
- **outreach sessions:** made by your staff or the volunteers working with you on the project.
- **other on-site activities:** activities that take place at your site that you feel are not included under the other headings.
- **other outreach or off-site activities:** activities that have taken place away from your site that you feel you have not been able to tell us about.

3. Visits

Data about the number of people and demographic information on who visited your attraction the year before your HLF project started and the year after it completed. If your project is a partnership project, we only want you to give us the visitor numbers for those partners who acquired items through the project.

4. Volunteers

The number of volunteers involved with the funded project and the number of volunteer hours they contributed.

5. Training

The number of people trained through the project, under a set of skills headings covering collections development, conservation, audience development, audience engagement and management. Training includes any structured programme of on-the-job training, skill-sharing, work-based learning and work experience. We ask you to distinguish between training for your staff and training for volunteers.

5. New staff

The number of new staff posts created to carry out your project, and the number of these still being maintained after the end of the project.

Appendix 2: Digital outputs

We have specific requirements, which are set out in our Terms of Grant, for 'digital outputs' produced as part of any HLF project. We are using the term 'digital output' to cover anything you create in your HLF project in a digital format which is designed to give access to heritage and/or to help people engage with and learn about heritage; for example a collection of digital images or sound files, an online heritage resource or exhibition, or a smartphone app.

The requirements do not apply to digital material that has no heritage content or does not engage people with heritage; e.g. a website that contains only information about your organisation/project, visitor information or events listings.

All digital outputs must be:

- **'usable'** for five years from project completion;
- **'available'** for five years from project completion;
- **free of charge for non-commercial uses** for five years from project completion; and
- **licensed for use by others** under the Creative Commons licence 'Attribution Non-commercial' (CC BY-NC), for five years from project completion, unless we have agreed otherwise.

If you are creating digital outputs:

- you **must** provide a management and maintenance plan with your application;
- you **may** include the value of the increased future costs of management and maintenance for five years as partnership funding.

We expect:

- websites to meet at least W3C Single A accessibility standard;
- you to use open technologies where possible; and
- you to contribute digital outputs to appropriate heritage collections.

Glossary

Delivery phase: Your delivery phase is when you carry out your project.

Delivery request: Your delivery grant is the amount of money you request from us towards your delivery phase.

Digital output: We use the term 'digital output' to cover anything you create in your project in a digital format which is designed help people engage with and learn about heritage; for example an online training module or a skills demonstration film.

Direct project costs: Direct project costs are all the costs that are directly incurred as a result of your project.

Full Cost Recovery: Full cost recovery enables voluntary sector organisations to recover their organisational overheads, which are shared among their different projects.

Lead applicant: If you are applying as a partnership, you will need to nominate a lead applicant, who will submit the application on behalf of other organisations in the partnership. If the application is successful, the lead applicant will enter into a contract with HLF and receive grant payments.

Non-cash contributions: Non-cash contributions can be included in your partnership funding. These are items or services that you receive without charge, for example, a donation of materials from a local firm or the use of a room. We only accept non-cash contributions if they are costs we could pay for with cash.

Outcome: An outcome is what your project will achieve and the change – for heritage, people or communities that will be brought about by our investment. For more information on our outcomes, read about the difference we want to make.

Output: Outputs are the things that your project will produce, such as a trained individual, a set of training documents or a film.

Partnership funding: This is how we describe your contribution to your project. It can include cash, non-cash contributions or volunteer time.