Application form
Help notes

National Lottery
Grants for Heritage
£250,000–£5 million

Contents

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Introduction

You can use this guide to assist you in completing the application form for grants from £250,000 to £5million. This document is for reference only and should not be filled in. You can begin your online application by logging on to our website. ⬈

This document includes the application questions so you can see what we will ask you before you begin your application. It also includes some help notes to help you answer the questions (these are also included in the online application form when you click this icon: ⓘ)

The full application form is only available to be filled in **online** ⬈.

It is important that you read the **application guidance** ⬈ before you apply. The application guidance will help you prepare your application and includes a handy checklist to make sure you are ready to apply.

Application form questions

Throughout the application form you will notice ⓘ icons next to a number of questions and statements. If you click on the icon you will be provided with more information about what to include in your answer or an explanation about how a certain part of the form works.

- The overall word limit of this form is **10,000** words. You will not be able to submit your application if you exceed this limit. Please note that dashes in the text count as whole words. If you decide to copy and paste text directly into your application, please review your application before submission and make changes where necessary to ensure you do not exceed the stated word count limit.

- Don't forget to save the progress of your application as you work on it.

- We will not assess your application if you miss the published programme deadline, have not supplied the correct supporting documents (please do not send more than we ask for) or have not answered all of the questions.

Please use clear, simple language and make sure you include any facts or figures that will help us understand what you want to do and why you want to do it.

We will only assess your application if you supply the correct supporting documents and all of the questions. Please do not send additional documents with your application.

⬈ **This icon is shown next to links to further information available online**

1. Your project

Name of your organisation

This will auto populate from the information you provided at registration.

Project Reference Number

This will auto populate.

Project Title

Please note this will be published on our website and seen by our decision takers.

> ℹ We recommend keeping your title simple and to the point. There is a limit of 15 words for your project title.

1a. Is this your organisation's first application to us? Yes/No

If no: please tell us the reference number and project title of your most recent application.

1b. Summarise your project

In no more than 200 words please provide a summary of your project, if necessary use bullet points. Please note the summary you provide is the **only** part of your application form which is seen by decision takers. This is presented alongside our assessment of your application.

1c. Where will your project take place?

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

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

1d. Explain what need and opportunity your project will address

> ℹ **Development phase**
>
> Tell us about any problems and opportunities there are relating to how:
>
> - your heritage is managed now and it's condition;
> - people engage with the heritage now;
> - tell us how your project will address these problems and opportunities;
> - tell us 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.

i **Delivery phase**

- Tell us about any consultation or survey work you have done during the development phase;
- If you have produced one, refer us to your conservation plan;
- Where necessary, refer us to your activity plan.

1e. Why is it essential for the project to go ahead now?

i Tell us why you need Lottery funding.

Development phase:

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

Delivery phase:

Provide information from any further research you have carried out during the development phase

1f. Tell us what advice you have received in planning your project and from whom

i **Delivery phase:**

- Tell us if you have received any specialist advice.
- Tell us about any consultation you have done with your local community and those who will be involved in your project. Tell us if this has shaped your project proposals.
- Tell us if you have you received any pre-application advice on planning and/or listed building consent matters.

Delivery phase:

Provide information from any further consultation or survey work you have done during your development phase. Where necessary, refer to your activity plan.

1g. Tell us about the people who will benefit from your project

i We would like to know more about the range of people that you are planning to attract with your project.

Tell us about any action you will take to overcome barriers to involving people with heritage.

Development phase:

Give us an indication of the main groups of people that will benefit from your project.

Tell us how your project has been designed to support an increase in engaging these groups with heritage.

Provide an estimate of the number of participants that will be involved in your project.

By participants we mean the people who are taking part in your project rather than the people who are contributing their time to help deliver your project.

Delivery phase:

Provide specific information about the main groups of people that will benefit from your project. Where necessary, refer us to your activity plan.

1h. Does your project involve heritage that attracts visitors?

If yes: Tell us

- How many visitors did you receive in the last financial year?
- How many visitors a year do you expect on completion of your project?

1i. Will your project be delivered by a partnership? Yes/No

If yes: Who are your partners?

Please provide a named contact from each organisation and if applicable ensure that a representative from each has been added to the end of the Declaration in Section nine.

Please note if you are planning on working with another organisation to carry out your project, we would like to see your partnership agreement.

(i) If you are planning on working with another organisation to carry out your project, we would like to see your partnership agreement. This document should outline both partner's roles and responsibilities and should be signed by all parties. **You can find an example of a partnership agreement on our website.**

If your partner owns the heritage you are working on, we will usually ask them to sign up to the terms of the grant too.

You need to provide a partnership agreement if you are working with another organisation who is delivering a significant part of your project.

1j. What measures will you take to increase positive environmental impacts and reduce negative environmental impacts?

(i) We expect applicants to consider what steps they can take to create positive environmental impacts and reduce negative environmental impacts through their project. The measures that you implement should be appropriate for the scale of your project.

Increasing positive examples

- increasing biodiversity (green roofs, bat and bird boxes, insect holes, bee-friendly planting etc.)
- using recycled materials and products e.g. paper
- thinking about local sourcing of products and materials and reducing 'food miles' in cafes
- encouraging sustainable travel e.g. bus or train, walking and cycling
- telling visitors about how the organisation is adapting to climate change and environmental measures used on the site

Reducing negative examples

- reducing energy use (more efficient heating, LED lighting, better control systems etc.) and using renewable energy or energy generated on site
- reducing water use (recycling grey water, low flush WCs etc.)
- reducing use of plastics, especially single use plastics
- reducing waste produced on site/having an effective recycling policy

1k. As well as acknowledging your grant as set out in our requirements, we expect you to provide special access and/or offers for National Lottery players, on at least an annual basis. Please tell us how you would do this

(i) Promoting and acknowledging the National Lottery is a condition of our grants. Read the guidance on our website for the minimum requirements for doing this. We expect you to develop innovative and creative offers or promotions designed to thank National Lottery players for their support and to raise awareness of your funding. Examples of these, and other imaginative things that projects have done can be found on our website.

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.

2. The heritage

2a. Tell us about the heritage in your project and why it is important to your organisation

ⓘ Please note, your project must relate to national, regional or local heritage of the UK.

Development phase:

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

Provide an explanation of what is important about the heritage. Tell us whether it is:

- a source of evidence or knowledge;
- of aesthetic, artistic, architectural, historic, natural or scientific interest;
- of social or community value.

Tell us who the heritage is important to. This could include experts and/or the local community.

Delivery phase:

Provide an update based on the planning work you have done during the development phase, or refer us to your conservation plan if you have produced one.

2b. Select the type of heritage that best describes your project:

Please note you can only select one option. ☑

- ☐ **Collections**
- ☐ **Community Heritage**
- ☐ **Landscapes and Nature**
- ☐ **Historic Buildings and Monuments**
- ☐ **Industrial, Maritime and Transport**
- ☐ **Cultures and Memories**
- ☐ **Other**

ⓘ **Community Heritage**

Projects focusing on a range of heritage in a geographic community, or projects about a particular community of interest/social background.

Industrial, Maritime and Transport

Aircraft, vehicles, locomotives, rolling stock, vessels, or buildings, special infrastructure/fixed installations and machinery (e.g. mines) associated with our industrial, maritime or transport history.

Cultures and Memories

For example, projects focusing on collecting oral histories, on cultural traditions such as music or fashion, or projects about the heritage of language and dialects.

2c. Is the heritage considered to be at risk? Yes/No

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

> ⓘ **Development phase:**
>
> Briefly explain why the heritage is under threat, and what actions have been taken (if any) to minimise the risk. It could be at risk of loss through physical damage or neglect, financial shortfalls or people passing on in the case of oral and community histories.
>
> If your project involves a building or a monument, tell us if it is on the buildings or monuments at risk register.
>
> If your project involves several buildings in a conservation area, tell us if the conservation area is on the 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).
>
> **Delivery phase:**
>
> Provide an update based on the planning work you have done during the development phase, or refer us to your conservation plan if you have produced one.

2d. Does the heritage have any formal designation?

Please select the options that apply.

2e. Will you be undertaking any capital work as part of your project? Yes/No

If Yes: Tell us:

- the name of the building(s), collections, landscapes or habitat;
- if any Statutory Permissions or Licenses are required to carry out your project;
- whether these are in place?

> ⓘ **Capital Works**
>
> Capital works are defined as works that create or improve an asset.
>
> By capital work we mean digitisation, the conservation of artefacts and objects, repair and conservation works or new build.
>
> For example, conservation of a heathland, repairs to a war memorial and digitisation of a photographic archive would all be considered as capital works.

For projects involving physical works, for example conservation to a historic building or new building work, please read the *ownership* section of the programme guidance and refer to the receiving a grant guidance.

Statutory Permissions or Licences

For example, Listed Building Consent, Planning Permission, Scheduled Monument Consent, Faculty, Bat Licence, Tree Felling Licence etc.

You do not need to have secured Statutory Permissions and/or Licences before applying to us at development phase.

All Statutory Permission and/or Licences must be in place before your project can begin.

2f. If you are undertaking any capital work (including repair, refurbishment etc.) to land, buildings or heritage items, tell us who owns it

Please select the options that apply to your heritage.

> ⓘ Please read the *ownership* section of the programme guidance and refer to the receiving a grant guidance.

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

If Yes: Please provide details.

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

If 'Your organisation' is selected, tell us:

- If your organisation have the freehold of the building or land, or own outright the heritage items;

- If your organisation have the lease of the building or land and how many years are left to run on the lease;

- If your organisation has, or you are 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 'Project partner' is selected, 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 are you 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 'Neither' is selected: If you do not currently meet our ownership requirements, tell us the date when you expect to do so.

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

If yes: Please provide details.

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

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

i Please read the buying land and buildings section and the buying heritage items and collections section of the programme guidance and refer to the receiving a grant guidance.

3. Managing your project

3a. Has your organisation undertaken a similar project in size and scope in the last 5 years? Yes/No

If yes: Please provide brief details

3b. Tell us why this is the most appropriate project for your organisation to take on at this time

i

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

3c. Does your organisation need to undertake any capacity building activity to better deliver your project?

i **Development phase:**

For example, do you need to review your financial or HR systems, 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.

Delivery phase:

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

3d. Tell us about the jobs and/or apprenticeships that you will create to deliver your project

i **Development phase:**

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.

i **Delivery phase:**

Update in line with planning work you have done during your development phase.

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.

Development Phase

3e. What work will you do during the development phase of your project?

i Read about the key tasks you need to complete during your development phase in the programme guidance.

Tell us how you will produce all of the supporting documents required with your delivery phase application.

Welsh Language

If you are delivering your project in Wales, you will need to tell us how you will promote and support the Welsh Language and reflect the bilingual nature of Wales.

3f. Who are the main people responsible for the work during the development phase of your project?

i 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.

3g. Complete a detailed timetable for the development phase of your project

i Fill in the table with specific tasks during your development phase and tell us who will lead on these activities.

Tell us when you are hoping to submit your delivery phase application.

You can add more headings for the tasks you will deliver.

Area Action Plan

If your project covers an area of townscape, landscape or is delivered in multiple places, then you may prefer to produce an Area Action Plan instead of a separate conservation plan, activity plan, and management and maintenance plan.

3h. Tell us about the risks to the development phase of your project and how they will be managed

i 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 may face so that you are in a good position to manage them.

Use the table to tell us what the risks are for your development phase. You may find it useful to refer to the information button for question 3m.

When you enter your development phase, it's likely that your project proposal will be quite outline. Information that you gather during your development phase through consultation and survey work may mean that you need longer for your development phase than you had planned for, or that you need to do more investigation than you thought. Thinking about these risks now will help you manage them should they arise.

Delivery Phase

3i. Who are the main people responsible for the work during the delivery phase of your project?

i **Development phase:**

Provide outline 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.

Delivery phase:

Provide detailed information about the team that will work on your delivery 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 delivery phase

You will also need to send us:

- A 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.

3j. What work will you do during the delivery phase of your project?

i **Development phase:**

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

Delivery phase:

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

Welsh Language:

If you are delivering your project in Wales, you will need to tell us how you will promote and support the Welsh Language and reflect the bilingual nature of Wales.

3k. How do you plan to cash flow your delivery phase?

i Grant payments are made in arrears, (with the exception of a development grant of less than £100k - please refer to the receiving of grant guidance for more information) therefore you need to ensure you are able to successfully cash flow the expenditure of your project in order to avoid experiencing financial difficulties.

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

Development phase:

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.

Delivery phase:

Provide an update on how you will cash flow the delivery phase of your project.

3l. Complete a summary timetable for the delivery phase of your project

Complete the table.

i **Development phase:**

Identify the main tasks in your delivery phase, including capital work and activities to engage people with heritage. The heading 'anticipated practical completion date' will automatically appear in the timetable, which refers to the practical completion certificate which will be issued by your contractor towards the end of a capital project. If your project includes capital work, please enter the date this is issued in both the 'start date' and 'end date' columns. This is likely to be most relevant at delivery phase.

Delivery phase:

You will need to provide a detailed timetable for your delivery phase with your application. It should contain all parts of your project, such as choosing consultants, any further research or consultation that's necessary, design, reviews, activities and evaluation.

For projects involving capital works you should include the remaining RIBA stages of the project in line with the RIBA Plan of Work (2013) as well as indicating the anticipated practical completion date. If you are sending us a project business plan, tell us where to find the information in this.

3m. Tell us about the risks to the delivery phase of your project and how they will be managed

> ⓘ **Development phase:**
>
> Use the table to tell us what the risks are for your delivery phase.
>
> We want you to be realistic about the risks your project may face so that you are in a good position to manage them. These risks could be:
>
> - technical – for example, discovering unexpected and wide-ranging damp;
> - 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;
> - 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.
>
> The risks you identify will affect the amount you allocate to contingency in Section six: Project costs.

3n. When do you expect the delivery phase of your project to start and finish?

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

3o. Are there any fixed deadlines or key milestones that will restrict your project's timetable? Yes/No

If Yes: Please provide details

> ⓘ 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.

4. Project outcomes

Select the outcomes your project will achieve and explain how you will do this:

As a minimum we expect you to achieve the outcome
'A wider range of people will be involved in heritage.'

ⓘ Outcomes are changes, impacts, benefits or any effects that happen as a result of your project.

The number of outcomes you achieve will vary depending on the project type and should be proportionate to the size of grant you are requesting or the specific focus of your project. We expect projects to achieve some outcomes more strongly than others. Although your project may achieve more indirectly, please focus on the outcomes that are strongest, as we will monitor your progress and you will use them in your evaluation.

Please note:

- if your application is successful you will be expected to report against the outcomes you select.

A wider range of people will be involved in heritage

ⓘ There will be more people engaging with heritage and this audience will be more diverse than before your project. Changes will 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.

How will you know what you have achieved?

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 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.

Heritage will be in better condition

ⓘ There will be improvements to the physical state of your heritage. The improvements might be the result of repair, renovation or work to prevent further deterioration, such as mending the roof of a historic building, conserving an archive, clearing field ditches or repairing a ship. Improvements might also result from new work, for example increasing the size of an existing habitat to benefit priority species, or constructing a new building to protect historic ruins, archaeology or vehicles.

How will you know what you have achieved?

The improvements will be recognised through standards used by professional and heritage specialists, and/or by people more generally, for example in surveys of visitors or local residents.

Heritage will be identified and better explained

i There will be clearer explanations and/or new or improved ways to help people make sense of heritage. This might include new displays in a museum; a smartphone app with information about the biodiversity and geodiversity of a landscape; talks or tours in a historic building; an accessible guide to a historic house; or online information about archives.

How will you know what you have achieved?

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.

People will have developed skills

i Individuals will have gained skills relevant to ensuring heritage is better looked after, managed, understood or shared (including, among others, conservation, teaching/training, maintenance, digital and project management skills). Structured training activities could include an informal mentoring programme, on-the-job training or external short courses.

How will you know what you have achieved?

People involved in your project, including staff and volunteers, will be able to demonstrate competence in new, specific skills, and where appropriate, will have gained a formal qualification.

People will have learnt about heritage, leading to change in ideas and actions

i Individuals will have developed their knowledge and understanding of heritage because you have given them opportunities to experience heritage in ways that meet their needs and interests.

How will you know what you have achieved?

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 greater wellbeing

Individuals will feel more connected to the people around them and/or the place where they live as a result of involvement in your project – this is what we mean by greater wellbeing. To achieve this outcome, your project should be designed to impact on wellbeing (and developed with expert organisations if you plan to involve people using mental health services or learning disabled people). You might provide opportunities for people to be more active (for example, volunteering in a park, taking part in community archaeology, sharing digital skills) or to build new connections with others.

How will you know what you have achieved?

You or your external evaluator will use recognised evaluation methods for measuring wellbeing and ask the people involved about how they feel. Participants will report increased happiness, greater satisfaction and/or that life feels more worthwhile as a result of their involvement in your project. Some people might report reduced levels of anxiety.

The funded organisation will be more resilient

ⓘ Your organisation will have greater capacity to withstand threats and to adapt to changing circumstances to give you a secure future. You will achieve this greater resilience through stronger governance and greater local involvement in your organisation; increased management and staff skills; fresh sources of expertise and advice; and working in partnership to share services, staff and resources.

How will you know what you have achieved?

You might have new volunteers who increase your capacity and skills; or new sources of income through commercial activity, endowments or new fundraising programmes. You will be able to show that your organisation is stronger and in a better position for the future as a result of the changes you made as part of your project.

The local area will be a better place to live, work or visit

ⓘ Local residents will have a better quality of life and overall the area will be more attractive. As a result of improving the appearance of heritage sites or of the opportunities you have provided for local people to visit, use, get involved with, and enjoy heritage, residents will report that they feel greater pride in the local area and/or have a stronger sense of belonging.

How will you know what you have achieved?

Community members will report a greater sense of shared understanding and a better sense of getting on with each other. Visitors to your heritage will also tell you that the area has improved as a direct result of your project and what they value about it.

The local economy will be boosted

There will be additional income for existing local businesses and/or there will be new businesses in your local area. You will be able to show that local businesses have benefited from your project. This will be because you spent your grant locally, or because you encouraged more tourism visits to the local area, or because you provided new premises for businesses that moved into the area or expanded their operations within it.

How will you know what you have achieved?

You will be able to show that these changes have come about as a direct result of your project using information about the local economy before and after your project available from organisations such as the local authority or tourism organisation.

5. After the project ends

In this section, tell us about what will happen once your project has been completed.

5a. How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?

ⓘ **Development phase:**

- Provide outline information about how you will maintain the outcomes of your project, which you identified in Section four: Project outcomes;

- Tell us how you will manage and maintain any work you have done;

- Tell us how your project will be financially sustainable;

- Tell us how you plan to continue to engage a wider range of people after the project ends.

Delivery phase:

- Provide detailed information about how you will maintain the outcomes of your project, in line with any consultation or research that you did during your development phase;

- 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 you are sending us a project business plan, tell us where to find the information in this;

- If your project involves capital work, refer to your management and maintenance plan, where relevant;

- If you have produced a conservation plan, refer to this, where relevant;

- Tell us how you will continue to engage a wider range of people after the project ends;

- If appropriate, tell us about any strategies or policies that you will use to maintain the outcomes of your project

5b. Tell us about the main risks facing the project after it has been completed and how they will be managed

ⓘ **Development phase:**

You may find it useful to refer to the information button for question 3m.

Delivery phase:

Update in line with any information that you have gained during your development ph ase;

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

5c. How will you ensure that the skills and knowledge developed whilst delivering your project are embedded within your organisation once it has ended?

i For example, if the project will be overseen by a new project manager post, funded by the grant what are your plans to ensure that the knowledge and skills developed by that person along with the lessons learnt from the project will benefit the organisation beyond the grant. You could consider holding staff briefings, other knowledge sharing meetings or training. This could also form part of your evaluation planning.

5d. How will you evaluate the success of your project and share the learning?

i We expect all applicants to evaluate their 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 the outcomes your project has achieved. At the end of your project you will be required to write an evaluation of your project and submit it with your final completion report.

Development phase:

Please read about evaluation on our **website**. ⎋

Tell us about how you will collect baseline data during your development phase so that you can evaluate the change your project makes during your delivery phase.

Delivery phase:

Tell us your proposed approach, who will have overall responsibility, and how you will share the evaluation and lessons learnt with similar organisations. If you are sending us a project business plan, tell us where to find the information in this.

6. Project costs

In this section, we want to know how much it will cost to develop and deliver your project. There is a limit of 30 words per 'description' field when completing the cost tables. A more detailed explanation and breakdown of your costs should be provided as part of your supporting documentation. **Please see Section eight: Supporting documents.**

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

Your total project costs must match your project income.

> *i* For any costs that are not covered by the cost headings listed please use the 'Other' heading. Please use the 'Description' column to provide more detail about your costs.
>
> If your costs are based on calculations, for example staff costs, please provide this information.
>
> If you are able to claim back the VAT, you should not include it as a project cost.

The difference between development and delivery phase costs

Development phase

We expect your development-phase costs to be detailed.

Your delivery-phase costs should be based on your best estimates.

Delivery phase

We expect you to provide detailed costs for your delivery phase.

Your delivery-phase costs may have changed as a result of detailed planning and survey work completed during your development phase.

Table columns

Cost heading

Please chose the appropriate cost heading from the list provided. We will ask you to report expenditure against these headings throughout your project.

Description

Please add a general description and include more detail in your separate spreadsheet. **There is a word limit of 30 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.

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** ⬈ to check how much VAT you will need to pay.

If your VAT status changes so you can reclaim more than you expected, you will need to return this to us. We will consider authorising the use of contingency if you underestimate VAT, but we cannot guarantee that this will be approved. It is therefore important to include the correct amount of VAT when applying to us.

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

Table rows (cost headings)

i For any costs that are not covered by the cost headings listed please use the 'Other' heading. Please use the 'Description' column to provide more detail about your costs.

If your costs are based on calculations, for example staff costs, please provide this information.

Professional fees

Fees should be in line with professional guidelines – for example, those of RIBA – and should be based on a clear written specification.

In your separate spreadsheet, you must 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 develop 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

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 still need to provide a job description for this 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

- 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 position.

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

Recruitment

This can include advertising and travel expenses. We expect your organisation to keep to good human-resource practice and follow all relevant laws.

Other

Include all other costs you know about at this stage.

Full Cost Recovery

You can find more information about Full Cost Recovery on our **website.** ⬈

Contingency

Make sure that you only include your required contingency here and not distributed across the other cost headings in the application.

The calculation of your required contingency should reflect:

- the degree of certainty with which you have arrived at your project's cost estimates;

- the stage of design or development work completed;

- the project timetable and any restrictions such as immovable deadlines associated with it; and

- the risks in relation to the type of project you are carrying out.

We normally expect a larger contingency at the development phase than at the delivery phase because the project risks should reduce as you develop your project.

The level of appropriate contingency to include can be calculated:

As an overall percentage of your estimated project cost and benchmarked against recently completed projects of a similar type to ensure it is appropriate or;

As different contingency percentages applied to each major cost element of your project (for example, design development, planning and approvals, construction if relevant) reflecting the differing risks and progress made against these aspects of your project.

We will only agree to you using the contingency if you can demonstrate that it is a planned mitigation measure against an identified risk or issue for the project, or it is required to address an unexpected need within your project that if left unaddressed will affect the scope, purpose or timescales to deliver your project.

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 recognise the value of these costs and your 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 to calculate the value of your volunteer time:

• **Professional volunteer** (for example, accountancy or teaching) – £50 per hour

• **Skilled volunteer** (for example, leading a guided walk) – £20 per hour

• **Volunteer** (for example, clearing a site or acting as a steward at an event) – £10 per hour

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 time and your contribution.

6b. Development-phase income

Tell us about any project income from other sources of funding that you expect to receive to help you carry out the project.

Please note: all grant requests are automatically rounded down to the nearest £100. With this in mind, please make sure that the total Development-phase income exactly matches the total of your Development-phase costs or the system will not allow you to proceed.

i Please use the 'Description' column to provide more detail about the source of funding.

There is a limit of 30 words per description.

Secured:

By secured we mean:

• cash in your bank reserved specifically for this project;

• formally offered grant money.

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% or 10%, 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 by the time you are ready to apply for permission to start.

• We will assess whether your partnership funding expectations are realistic.

6c. Development-phase financial summary

ℹ The grant % is calculated based on the level of project income from other sources of funding.

Please note: The exact percentage will be calculated.

6d. Delivery-phase capital costs

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

Purchase price of items or property

For all heritage items you buy.

Repair and conservation work

Includes the costs of work to repair, restore or conserve a heritage item, building or site.

New building work

Includes building costs (labour and materials) for any new building or extension to an existing building.

Other capital work

Includes the costs of refitting a building, new interpretation, or making and installing new displays for exhibitions.

Digital outputs

Includes the cost of anything created in a digital format which is designed to give access to heritage and/or to help people learn about heritage.

Equipment and materials

This includes all equipment and materials relating to repairs, conservation and building 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. This may include a project manager, architects or a quantity surveyor.

6e. Delivery-phase activity costs

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

New staff costs

For information on new staff posts, please see the help note for question 7a.

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, trainers' 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.

6f. Delivery-phase – other costs.

Recruitment

You must recruit any project manager using a brief and 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.

You must make sure that you acknowledge the support of the National Lottery and you can find more information about how to do this on our **website.** ⤴

Evaluation

You must evaluate your project and we recommend you allow a 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.

We recommend budgeting for evaluation in the following ways. As a minimum:

- Projects between £250,000 and £1million should allow a budget of between 2% and 7% of their total projects costs and consider using independent external evaluators.

- Projects over £1million should allow a budget of up to 7% of the total project costs and always consider using independent external evaluators. Evaluation budgets for projects over £1m should not be less than £20,000. If evaluation costs at this level are not appropriate for your project, please explain why in the cost heading description.

Other

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

Full Cost Recovery

Please read about Full Cost Recovery in the Introduction.

Contingency

Your contingency may reduce when you apply for your delivery phase as risks should reduce as your project develops.

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.

For the construction elements of projects we expect you to use the relevant sector specific indices (for example BCIS) to calculate the inflation allowance as construction sector inflation usually varies from general inflation in the economy. If in doubt please seek guidance from a Quantity Surveyor.

Increased management and maintenance costs (maximum five years)

In your separate spreadsheet, add separate lines for:

New staff costs per year (name and cost of each post) x number of years (maximum five)

Other increased costs per year x number of years (maximum five)

Increased management and maintenance costs begin when the capital works are complete.

Non-cash contributions

For information about non-cash contributions, please see the help notes for question 7a.

Volunteer time

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

6g. Delivery-phase income

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

6h. Delivery-phase financial summary

6i. If you have included Full Cost Recovery, how have you worked out the share that relates to your project?

7. Your organisation

In this section of the form we will ask you details about your organisation.

7a. Address of your organisation

ℹ️ The address of your organisation will autopopulate from the information you provided when creating your account.

7b. Legal status of your organisation

You will be given a list of organisation types. Select the most appropriate. ☑️

- ☐ Local authority
- ☐ Other public sector organisation
- ☐ Registered Charity
- ☐ Registered Company or Community Interest Company (CIC)
- ☐ Faith based or church organisation
- ☐ Community or Voluntary group
- ☐ Other

ℹ️ **Local authority**

By local authority we mean an administrative body in local government, for example a local council.

Other public sector organisation

Select this option if you are not a local authority, but you report to the government (such as a state school or university).

7c. Tell us about your organisation's main purpose and regular activities

ℹ️ We ask for this information to help us assess whether the project that you want to undertake is a good fit with your organisation's main purpose and what it aims to achieve.

- describe the purpose and aims of your organisation
- describe your organisation's regular activities and explain how they are funded
- tell us the size and staff structure of your organisation
- if applicable, please describe the skills, knowledge or experience that your board members possess
- tell us about your organisation's governance

How many people does your organisation employ?

Tell us how you review the Governance and Senior management arrangements in place for your heritage

ℹ️ **Tell us:**

- when the Trustee and Senior Management skills audit was last undertaken
- when a Governance review was last undertaken
- have all the recommendations from the review been implemented?

7d. Are you planning to undertake a governance review to ensure you have the right expertise to deliver and then sustain your project beyond the period of your grant funding? Yes/No

If yes: When do you intend undertaking this review?

How many board members or Trustees does your organisation have?

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

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

Do you have a financial reserves policy? We may want to see this. Yes/No

7e. Is your organisation any of the following? If so please provide the information requested

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

Charity recognised by HM Revenue and Customs in Northern Ireland – give reference number

Company or Community Interest Company (CIC) – give registration number

7f. Are you VAT-registered? Yes/No

If yes: Please provide your VAT number

7g. Do you consider your organisation's mission and objectives to be:

If your organisation defines itself and its mission as being led by one of the following, please select the options that apply. ✔

Please select the options that apply:

- [ ] black or minority ethnic-led
- [ ] disability-led
- [ ] LGBT+-led
- [ ] female-led
- [ ] young people-led

And in Northern Ireland only:

- [ ] mainly led by people from the Catholic communities
- [ ] mainly led by people from the Protestant communities

7h. Details of main contact

This will autopopulate from the information provided at registration.

> ℹ The person you identify 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.

Is the address of the main contact the same as the address in 7a? Yes/No

If no: Enter the address of the main contact.

> ℹ The daytime telephone number and email will autopopulate from the information you provided when creating your account.

Tell us about any particular communication needs this contact has

For projects based in Wales, which language should we use to communicate with the main contact?

☐ English

☐ Welsh

☐ Both (bilingual)

If the main contact is not an authorised signatory for your organisation please include the details of an authorised signatory below:

Name

Position

Contact telephone number

7i. Does your organisation use social media? If so, please provide us with some information (for instance, your organisation's Twitter handle)

8. Supporting documents

Below is the list of supporting documents that you are required to provide for this grant programme. If the supporting document is not relevant to the project you are proposing please select not applicable.

Please do not submit any additional documents that do not appear below.

Where possible, all documents should be provided in digital format (either as an attachment to the application form or sent as an email to your local office). We must receive all supporting documents, whether they are in digital format or hard copy, by the published application deadline.

Development phase supporting documents

1. Governing document (for example, constitution)

We do not need to see your governing document if:

- you are a public organisation (for example, a local authority)

Your governing document should include the following:

- the 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 suitable person)

If you do need to provide a governing document, please make sure your project falls within the aims of your organisation.

2. Last three years accounts and current years management accounts

Audited accounts are independently examined and should be signed off annually. We would also like to see your management accounts.

If you are a newly formed organisation and do not have a set of audited accounts, please submit your last three bank statements or a letter from your bank confirming that you have opened an account.

We do not need your accounts if you are a public organisation (for example, a local authority).

3. Spreadsheet detailing cost breakdown

You must submit a detailed breakdown of the costs in your application.

This document is mandatory for all applicants.

4. Partnership Agreements (if applicable)

If you are planning on working with another organisation to carry out your project, we would like to see your partnership agreement. This document should outline both partner's roles and responsibilities and should be signed by all parties. You can find an example of a partnership agreement on our website, which you may find helpful as a starting point If your partner owns the heritage you are working on, we will normally ask them to sign up to the terms of the grant too.

You do not need to provide a partnership agreement unless another organisation is delivering a significant part of your project.

5. Job descriptions (if applicable)

If you plan to recruit a new member of staff to help deliver your project, including an apprentice, please submit a job description for that post.

Please note: You must openly advertise all new staff posts, unless you are extending the hours of an existing member of staff or are moving an existing member of staff into a project post.

6. Briefs for internally or externally commissioned work (if applicable)

Briefs describe any work you plan to commission in your development phase. If you are commissioning work (for example, from an artist, consultant or an architect) then you should submit a brief.

The brief should describe the works, how long they will take, and how much they will cost. You can find a template brief on our website.

For fees over £10,000 you should obtain 3 competitive tenders or quotes, for fees over £50,000 we will expect you to provide proof of the competitive tendering process.

7. Images

If relevant, please provide images that help illustrate your project. For example, if your project focus is a local photography archive, you may wish to provide a few images of the collection. Or, if your project involves a community garden, you may wish to provide a map. If you are seeking to improve a landscape or conservation area you should include a map of the area that shows the location of all the projects you will deliver.

8. Letters of support (no more than six, if applicable)

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

Please submit no more than six letters of support from the people involved in your project, rather than general supportive statements. For example, if you are planning to deliver workshops at local youth clubs then a letter of support will show us that they want to take part.

If possible, letters should be on headed paper or signed.

9. Calculation of Full Cost Recovery (if applicable)

If you are an organisation in the voluntary sector, we can cover a proportion of your organisation's overheads commensurate with 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 project. We expect this contribution to be calculated using Full Cost Recovery.

If you are including Full Cost Recovery in your project budget, you must include a document that outlines your calculation.

You can find a spreadsheet to help you calculate this figure on our website.

10. Business plan

We would like to see a copy of your organisation's current business plan. If you do not have a business plan please submit the planning 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 planning documents most relevant to the heritage.

11. Condition survey

If your project involves the conservation of heritage, you must provide a condition survey or another appropriate document such as 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 war memorial, 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 suggested works i.e. what works are most critical and need to be tackled most urgently.

12. Ownership documents (if applicable)

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

If you do not meet our ownership requirements, please tell us how you plan to address this in your development phase.

You should attach the relevant supporting documents to your application form. We can accept most standard file formats.

When submitting supporting documents, please use the document names above so we can easily identify each document. Not using this format may delay your application.

We will not begin assessing your application until you submit all of the relevant supporting documentation.

Delivery phase supporting documents

1. Activity plan or Area action plan

Mandatory supporting document.

2. Project timetable

Applicable to all projects.

3. Cash flow for the project

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

4. Income and spending forecasts for 5 years following completion

Applicable to all projects.

5. Project management structure

This document should outline your project management structure so we know who will make decisions and how you will control change during your project. Applicable to all projects.

6. Spreadsheet detailing the cost breakdown

You must submit a detailed breakdown of the costs in your application.

Applicable to all projects.

7. Calculation of Full Cost Recovery (if applicable)

This calculation should be updated based on work in your development phase.

You can find a spreadsheet to help you calculate this figure on our website.

Briefs for internally and externally commissioned work Briefs describe any work you plan to commission in your delivery phase.

8. Briefs for internally or externally commissioned work

Briefs describe any work you plan to commission during the delivery phase of your project. If you are commissioning work (e.g from an artist or an architect) then you should submit a brief.

The brief should describe the works, how long they will take, and how much they will costs. You can find a template brief on our website.

For fees over £10,000 you should obtain 3 competitive tenders or quotes, for fees over £50,000 we will expect you to provide proof of the competitive tendering process.

9. Job descriptions

If you plan to recruit a new member of staff in your delivery phase, please submit a job description for that post.

10. 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 revised the planning documents most relevant to the heritage you are seeking funding for to include the project activity.

11. Images

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

For example, if your project focus is a local photography archive, you may wish to provide a few images of the collection. Or, if your project involves a community garden, you may wish to provide a map.

If you are seeking to improve a landscape or conservation area you should include a map of the area that shows the location of all the projects you will deliver.

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 revised the planning documents most relevant to the heritage you are seeking funding for to include the project activity.

12. Flow-chart summarising decision-making for 3rd party grants (if applicable)

13. Ownership documents (if applicable)

If you are planning any capital works, please provide copies of any relevant ownership documents (for example, a deed, lease or heads of terms).

Management and maintenance (if applicable)

Design specification(if applicable)

Interpretation plan (if applicable)

Fully developed conservation plan (if applicable)

9. 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.

An objective for our work is that by 2024 heritage will be more inclusive. We are committed to having an accurate picture of the diversity of organisations who apply to us. We will anonymise the demographic data you give us and use it to inform our policy and in our public reporting.

Please include all the information you have available (that is obtained through formal monitoring, not based on assumptions or informal knowledge). Please do not provide data if you are not sure.

When you submit your online form, you will be asked to confirm that you have read, understood and agree with the statements set out in the declaration.

Contact us

You can find more information about contacting us on our **website.** ↗

If you want to find out about our complaints process, please visit our **website.** ↗