



Heritage Grants

Grants over £100,000

Application guidance

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www.hlf.org.uk

Contents

Part one: Introduction	3
Welcome	3
Help we offer	3
Who we fund	4
What we fund	5
The difference we want to make	6
Costs we can cover	7
Your contribution	8
Other information about your application	8
Part two: Application process	9
Making an application	9
First-round and second-round applications	10
Your development phase	11
How we assess applications	12
How decisions are made	12
Part three: Receiving a grant	13
Terms of grant	13
Acknowledgement	13
Images	13
Project Consultants	14
Permission to start	14
Grant payment	14
Buying goods, works and services	15
State aid	16
Insuring works and property	16
Evaluation	17
Part four: Application form help notes	18
Section one: Your organisation	18
Section two: The heritage	19
Section three: Your project	20
Section four: Project outcomes	21
Section five: Project management	27
Section six: After the project ends	30
Section seven: Project costs	31
Section eight: Additional information and declaration	36
Section nine: Supporting documents	37
Appendices	39
Appendix 1: Evaluation questionnaire	39
Appendix 2: Property ownership	40
Appendix 3: Digital outputs	41
Appendix 4: Buying land and buildings	42
Appendix 5: Buying heritage items and collections	43
Appendix 6: Reducing negative environmental impacts	45
Appendix 7: Projects involving land, habitats and species	46
Glossary	48

Part one: Introduction

Welcome

The Heritage Grants open programme is for any type of project related to the national, regional or local heritage in the UK. You can apply for a grant of more than £100,000. The application process is in two rounds.

About this guidance

This guidance will help you decide whether this is the right programme for you, as well as providing you with the information you'll need to plan an application at both the first and second rounds.

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 for certain types of projects, 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 programme and to provide support with your application. Information submitted as part of a project enquiry is not used in the assessment of an application.

You must get in touch with us before you apply if:

- you need an urgent decision;
- your project will take place in more than one area of the UK; or
- you are planning to ask for £5million or more.

We recommend that you read **Parts one and two** of this Heritage Grants application guidance 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 programme, we fund applications from:

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

If private owners or for-profit organisations are involved in a project, we expect public benefit to be greater than private gain.

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

- community or voluntary groups; Community Interest Companies; charities or trusts;
- social enterprises; community/parish councils; local authorities;
- other public sector organisations, such as nationally funded museums.

We expect the lead applicant's constitution to include the following (unless the lead applicant is a public organisation or registered charity):

- the name and aims of your organisation;
- a statement which 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 the constitution was adopted; and
- the signature of your chairperson (or other suitable person).

What we fund

Heritage includes many different things from the past that we value and want to pass on to future generations, for example:

- archaeological sites; collections of objects, books or
- documents in museums, libraries or archives;
- cultural traditions such as stories, festivals, crafts, music, dance and costumes;
- historic buildings;
- histories of people and communities; histories of places and events;
- the heritage of languages and dialects;
- natural and designed landscapes and gardens;
- people's memories and experiences (often recorded as 'oral history');
- places and objects linked to our industrial, maritime and transport history; and
- natural heritage including habitats, species and geology.

We fund projects that make a **lasting difference for heritage, people and communities** in the UK.

When we say **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.

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 of the UK;
- projects where the main focus is meeting your legal and/or statutory responsibilities, such as the requirements of the Equality Act 2010;

- promoting the cause or beliefs of political and faith organisations.

If your project **involves land, buildings or heritage items**, please read **Appendix 2: Property ownership**.

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 outcomes reflect the full range of what we want to achieve and are drawn directly from our research into what HLF-funded projects have actually delivered.

You do not have to contribute towards all of the outcomes listed here. Many different combinations can make a successful application. For example,

- a project could either:
- contribute a little towards a large number of outcomes; or
- contribute a lot towards a small number of outcomes.

We will consider the quality of the outcomes that your project will achieve. This means that contributing towards more of the outcomes listed here will not necessarily make your application stronger.

We describe the outcomes we value the most as 'weighted' outcomes.

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.

Outcomes for heritage:

With our investment, heritage will be:

- **better managed (weighted)**
- **in better condition (weighted)**
- better interpreted and explained
- identified/recorded

Outcomes for people:

With our investment, people will have: developed skills

- **developed skills (weighted)**
- **learnt about heritage (weighted)**
- changed their attitudes and/or behaviour
- had an enjoyable experience volunteered time
- volunteered time

Outcomes for communities:

With our investment:

- **negative environmental impacts will be reduced (weighted)**
- **more people and a wider range of people will have engaged with heritage (weighted)**
- your local area/community will be a better place to live, work or visit
- your local economy will be boosted your organisation will be more resilient
- your organisation will be more resilient

As a minimum, we expect projects to achieve the following:

For projects requesting less than £2million:

- one outcome for heritage; and
- one outcome for people; and
- one outcome for communities.

For projects requesting £2million or more:

- more than one outcome for heritage; and
- more than one outcome for people; and
- more than one outcome for communities

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:

- 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;
- payments/bursaries for trainees; professional fees;
- capital work;
- activities to engage people with heritage; evaluation;
- promotion; and
- extra costs for your organisation, such as a new phone, extra photocopying, new computers or extra rent.

Direct project costs do not include:

- the cost of existing staff time (unless you are transferring an existing member of staff into a new post to deliver the project); or
- existing organisational costs.

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 pay a proportion of these 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 HLF-funded project.

Recognised guidance on calculating the Full Cost Recovery amount that applies to your project is available from organisations such as the Association of Chief Executives of Voluntary Organisations (ACEVO) (www.acevo.org.uk) and Big Lottery Fund (www.biglotteryfund.org.uk). 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 your project involves capital work, the value of increased future costs of management and maintenance for up to five years after practical completion can be included as partnership funding. This cannot be used as your only partnership funding contribution from your own resources.

- If your total grant request is **less than £1 million**, you must contribute at least **5%** of the costs of your development phase and **5%** of the costs of your delivery phase.
- If your total grant request is **£1 million or more**, you must contribute at least **10%** of the costs of your development phase and **10%** of the costs of your delivery phase.

For more information about your development and delivery phases, please read [Part Two: Application process](#).

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.

Making an application

Heritage Grants applications go through a two-round process. This is so that you can apply at an early stage of planning your project and get an idea of whether you have a good chance of getting a grant before you send us your proposals in greater detail.

- At the first and second round, we review your application within three months, and applications that are assessed as offering a supportable case for investment and value for money go to the next decision meeting. If your application is assessed as providing low value for money or case for investment, we aim to inform you as early as possible during the assessment period and your application may be rejected at that point. Read about **how decisions are made** for more details.
- You decide how long you need to develop your second-round proposals. You may take up to 24 months, depending on the complexity of your project.
- Once you have submitted your application form it is not possible for us to return this to you for further work, or to release a new copy. It is therefore important to make sure that you are happy with your answers before you submit either your first or second round application forms to us.

Urgent decisions

In exceptional circumstances, we will consider a fast-track application process where an applicant can demonstrate a compelling need for a faster decision. You will need to discuss this with our staff in your local office before applying.

First-round application

You submit your first-round application with your delivery-grant request and, if needed, a development-grant request.



Development phase

If you are successful, you enter your development phase and develop your more detailed second-round application, using the development grant you may have requested.



Second-round application

You submit your second-round application with your delivery-grant request.



Delivery phase

If you are awarded a grant, you enter your delivery phase and start your project using your delivery grant.

First-round and second-round applications

The table below shows the different levels of information required in a first-round and second-round application.

Information about	First-round application	Second-round application
Activities	<p>Outline proposals:</p> <ul style="list-style-type: none"> Who is your project likely to involve The nature and range of activities that will engage people with heritage 	<p>Detailed proposals:</p> <ul style="list-style-type: none"> A detailed action plan, showing all the activities in your project. This will be included in your activity plan
Capital work	<p>Outline proposals:</p> <ul style="list-style-type: none"> An initial breakdown of the capital work you plan to deliver Plans for architectural elements up to and including RIBA work stage 1* Plans for non-architectural elements, such as interpretation or digital outputs, at the equivalent of RIBA work stage 1 	<p>Detailed proposals:</p> <ul style="list-style-type: none"> Detailed plans and proposals for capital work you plan to deliver Plans for architectural elements up to and including RIBA work stage 3 Plans for non-architectural elements, such as interpretation or digital outputs at the equivalent of RIBA work stage 3
Project outcomes	<p>Outline information about the outcomes your project might achieve</p>	<p>Detailed information about the outcomes your project will achieve</p>
Project management	<ul style="list-style-type: none"> Detailed information about the work you will do during your development phase Detailed information about how you will manage your development phase, including briefs for work to be undertaken by consultants and new job descriptions Detailed timetable for your development phase Outline information about how you will manage your delivery phase Outline timetable for delivery phase 	<ul style="list-style-type: none"> Detailed information about how you will manage your delivery phase, including briefs for work to be undertaken by consultants and new job descriptions Detailed timetable for your delivery phase A project business plan, if required
After the project ends	<p>Outline information about how you will sustain the outcomes of your project after funding has ended, including funding additional running costs</p>	<ul style="list-style-type: none"> A conservation plan, if required (submitted early in your development phase) Detailed information about how you will sustain the outcomes of your project after funding has ended, including funding additional running costs Detailed information about how you will evaluate your project A management and maintenance plan, if required
Project costs	<ul style="list-style-type: none"> Detailed costs for your development phase Outline costs for your delivery phase Possible sources of partnership funding for your delivery phase and/or a fundraising strategy for your development phase 	<ul style="list-style-type: none"> Detailed costs for your delivery phase An indication that you will have secured partnership funding in place before you start your delivery phase

Your development phase

We understand that your project proposal may change in line with the consultation, detailed design and planning, and survey work that you do during your development phase.

Development review

We will review your project during your development phase to see how you are progressing with your second-round application and additional documents. For projects involving capital work, we will look at your plans when they are in line with RIBA work stage 2.

Guidance

Whilst planning your development phase, you are advised to read:

- Activity plan guidance.

All applicants whose projects involve capital work should also read:

- Building environment and performance guidance;
- Management and maintenance plan guidance.

If your application is for £2million or more, you should also read:

- Project business plan guidance;
- Conservation plan guidance.

All of these documents can be found on the Heritage Lottery Fund (HLF) website: www.hlf.org.uk

Key tasks to carry out during your development phase:

1. Consider in detail **why your heritage is important, and to whom**. This will be one of the first things you do in your development phase, as it will help you make decisions about your project. If you are producing a conservation plan, this information will feed into this document, which you will need to send to HLF at a point agreed with your case officer.
2. For any capital work, undertake any **surveys, consultations or investigations** necessary to develop your detailed plans and proposals, for example, an access audit or an assessment of the current environmental performance of your building.
3. Consult new and existing audiences in order to develop a detailed programme of activities to engage people with heritage. This will feed into your **activity plan**.
4. Develop **detailed timetable, costs and cash flow** for your delivery phase.
5. Consider in detail how your project will **impact on your organisation** and how you will manage this change. You may need to undertake a governance review.
6. Consider how you will **sustain project outcomes** after funding has ended, and how you will meet any additional running costs. If you are producing a management and maintenance plan, and/or a project business plan, this information will feed into these documents.
7. Consider how you will **evaluate your project**, and collect baseline data so that you can measure the difference your project makes.
8. Consider how you will **buy goods, works and services** during your delivery phase.
9. Consider how you will **acknowledge our grant**.
10. Undertake the work necessary to produce all relevant **supporting documents** (see **Section nine: Supporting documents** in **Part four: Application form help notes**) for your second-round application.

How we assess applications

When we assess your first-round and second-round applications, 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 required?
- 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

Your grant request determines which decision meeting your application will go to, if it is assessed as offering a supportable case for investment and value for money. The grant request is the combined total of your development grant (if applicable) and delivery grant.

Your application will be in competition with other projects at the first and second round. If your application is assessed as providing low value for money or case for investment then your application may be rejected earlier during the assessment period, and we will let you know this.

Our decision makers use their judgement to choose which applications to support, taking account of quality and value for money. They may also consider issues such as achieving a geographical spread of our funding.

Applications with a combined development and delivery request of **less than £1 million** are decided on by Committees in Northern Ireland, Scotland, Wales and England. These applications will compete against other applications from their local area.

Applications with a combined development and delivery request of **£1 million or more** are decided on by our Board of Trustees. These applications will compete against other applications from across the UK.

Applications with a combined development and delivery request of **less than £1 million**, but which will achieve significant outcomes in **more than one area of the UK**, are also decided on by our Board of Trustees.

For information about when decision meetings will take place, please see our website.

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.

The terms of the grant will last for **20 years from the Project Completion Date** with the following exceptions:

- If your project does not involve any capital works and is delivering activities only, the terms of the grant will last for the duration of the project.
- If your project includes buying a heritage item, land or building, 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 and promotion of your National Lottery grant

As part of your grant contract you commit to acknowledging your HLF grant and promoting the National Lottery. Please give us an overview of the steps you will take to do this during the delivery of your project and after its completion.

Your answer should provide an outline of how, where and when you will feature the joint Heritage Lottery Fund/National Lottery

branding at your project and on your website. You should also provide an overview of how you plan to promote National Lottery funding of your project in the media e.g. through local press/broadcast coverage, online and through regular social media activity; at project events and openings.

More ideas on acknowledgement and promotion, and the branding we expect to be featured, can be found on our website in the running your project section <https://www.hlf.org.uk/running-your-project>.

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.

Project Consultants

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 consultant who will support you in developing or delivering specific aspects of your project, or help review risks. We will review your project at suitable stages.

Permission to start

If you are awarded a grant at first round or second round, you will need to have our written permission before you start any work on your development phase or your delivery phase.

In order to grant you permission to start, you will need to provide us with:

- proof of partnership funding; proof of ownership/leasehold
- requirements, if relevant (see [Appendix 2: Property ownership](#));
- details of statutory permissions required and obtained;
- detailed timetable or work programme; cost breakdown and cashflow
- detailed Project Management structure;
- method of buying goods, works and services;
- your bank account details.

Grant payment

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

For development grants of less than £100,000 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 development phase.

For development and delivery grants of **£100,000 or more**, we pay instalments of our grant after the work that you are asking us to pay for has been done. We will pay the payment percentage of claims submitted to us.

At your start-up meeting we will decide with you how frequently you will make payment requests.

We will retain the last 10% of your delivery grant until we are satisfied that the project is complete and necessary evidence has been provided.

Buying goods, works and services

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.

Where you are a central government contracting authority for the purposes of the UK Public Procurement Regulations 2015, and you intend to advertise a contract with a value in excess of £10,000 (excluding VAT), then you must also advertise the opportunity and publish a contract award notice in respect of the opportunity on the Government Procurement Portal Contracts Finder. You must provide evidence of this with your Progress Report. If you are using a framework agreement, then you do not have to advertise on the Government Procurement Contract Finder site.

The same applies if you are a sub-central contracting authority and intend to advertise a contract with a value in excess of £25,000 (excluding VAT), that is, if you do anything to put the opportunity in the public domain or bring it to the attention of service providers generally. An opportunity is not considered to be 'advertised' where it is available only to a number of particular service providers (for example where a framework is used or the organisation directly invites a limited number of providers to submit a tender).

Your project may be covered by European Union (EU) procurement rules if it exceeds certain thresholds. 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 EU thresholds, 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. If you are looking to recruit a consultant or member of staff for your development phase and your delivery phase, you should

make sure their contract clearly states that this is the case, and allow for break clauses (in case your second-round application is unsuccessful). If you do not, we may ask you to re-recruit after the second-round decision has been made.

State aid

State Aid is a European Community term which describes forms of assistance (usually financial) from a public body given to undertakings on a discretionary basis with the potential to distort competition and affect trade between member states of the European Union. State Aid rules prevent undue competition arising when organisations have a significant economic advantage by having all or some funding provided from state resources to the detriment of other organisations who can only use their own private funding.

The Heritage Lottery Fund is a public funder and our grants are subject to State Aid rules. If we awarded a grant that was subsequently found to be in breach of State Aid rules, we would be required to reclaim those funds from the grantee.

In most cases, projects supported by the Heritage Lottery Fund are not State Aid because they:

- Are not considered to be economic activity; and/or
- Are considered non-selective in that the main beneficiary is the general public; and/or
- Would not have a measurable effect on intra EU trade

These projects are considered “no aid” as they fall under the Notice on the Notion of State Aid (NoSA).

Please see Appendix 7: Projects involving land, habitats and species for more details on HLF grants towards land acquisition and natural heritage projects.

In some instances where projects are of a significantly large scale, economic in nature and therefore could attract commercial challenge, Article 53 of the 2014 General Block Exemption Regulation (EC) No. 651/2014 (GBER) allows for aid towards the capital costs of a cultural or heritage project for up to €100m and operating costs of up to €50m subject to the demonstration of suitable funding gaps in each case. These projects can be supported under a block exemption.

It is an applicant’s responsibility to check whether State Aid clearance is required. Applicants should seek independent legal advice if they are unsure whether a project will require clearance.

For more information about State Aid please visit: www.gov.uk/guidance/state-aid

Insuring works and property

We need to protect Lottery investment and so we 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. If your project is affected by fire, lightning, storm or flood to the extent that you cannot achieve the outcomes set out in your application, we may have to consider claiming back our grant payments.

Evaluation

We recommend you build in evaluation from the beginning of your project. You can include the cost of this in your budget. We recommend budgeting for evaluation in the following ways. As a minimum:

- Projects under £250,000 should allow a budget of up to 3% of their total costs
- Projects between £250,000 and £1,000,000 should allow a budget of up to 7% of their total costs
- Projects over £1,000,000 should allow a budget of up to 10% of the total project costs

At the end of your project we will expect some evaluation feedback, in two parts:

1. You must send us an **evaluation report** before we pay the last 10% of your grant.
2. We will send you an **evaluation questionnaire** within one year of the completion of your project. It will ask for information on the numbers of activities undertaken, the number of visitors you have received (where appropriate), the amount of training and volunteer involvement in your project, and any extra staff you have taken on. For all of these 'outputs' of your project, we will be interested in the types of people that have benefited as well as the overall numbers. For larger projects involving capital works, we will ask for some of this information again, five years after project completion and 10 years after project completion.

Please see **Appendix 1: Evaluation questionnaire** for an outline of the quantitative information you will need to collect during your project. These numbers will not, on their own, tell the whole story of what your project is about, and your evaluation report will need to go 'beyond the numbers.'

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

First-round applicants: In order to plan your development phase, you need to understand what information is required with your second-round application. You should therefore read the help notes for first- and second-round applications.

Second-round applicants: As part of your development phase, you will have produced a range of documents to support your second-round application. Where necessary, refer to these in your application form, specifying which page we can find relevant information in each document.

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?

Fill in as appropriate.

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 and how many people your organisation employs.

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
- Please name the trustees your organisation has and their skills, knowledge or experience.

1f. Has your organisation undertaken a similar project in size and scope in the last five years?

Fill in as appropriate.

1g. 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.

Your project may include different types of partners. If any of your partners own land, buildings, or heritage items that are included in the project then you should list them as a formal partner here, and in the Declaration at the end of the application form.

Partner organisations who will help you deliver parts of the project only do not need to be entered here but must be included within your signed Partnership Agreement.

1h. Are you VAT-registered?

Fill in as appropriate.

Section two: The heritage

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

First round

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.

Second round

Add information in line with any further research you have carried out during your development phase, or refer us to your conservation plan if you have produced one.

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

First round

Heritage does not have to be designated or registered in order to be under threat or at risk. Unregistered heritage assets may be at risk, such as buildings, parks or landscapes, as well as cultural heritage or people's memories.

Briefly explain why your heritage is under threat, and what actions you have been able to take (if any) to minimise this risk.

- If your project involves a building or monument, tell us if it is on the buildings or monuments 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, included in a Biodiversity Action Plan as a priority).

Second round

Add information in line with any further research you have carried out during your development phase, or, refer us to your conservation plan if you have produced one.

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

Fill in as appropriate.

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

Fill in as appropriate. See [Appendix 2: Property ownership](#) for more information.

Section three: Your project

3a. Describe what your project will do.

First round

- Provide outline information about what you will do during your delivery phase.
- Provide us with an initial breakdown of the types of capital work you plan to deliver, if any. These should be up to and including RIBA work stage 1 (or old RIBA work stage B) or the equivalent if appropriate.
- Tell us about the nature and range of activities that your project will include to engage people with heritage.
- Give us an indication of what your project outputs will be.

Second round

- Provide detailed information about what your project will do during your delivery phase.
- For any capital work, refer us to any plans and briefs. These should be up to and including RIBA work stage 3 (or old RIBA work stage D) or the equivalent.
- Where necessary, refer us to your activity plan, which will detail all the activities included in your project.
- Tell us what your project outputs will be. Where possible, tell us how many outputs there will be.

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

First round

- Tell us about any problems and opportunities there are relating to how your heritage is managed now.
- Tell us about any problems and opportunities there are relating to how people engage with the heritage now.
- Tell us how your project fits with any local strategies or wider initiatives.

Second round

- Update in line with any consultation or survey work you have done during your development phase.
- If you have produced one, refer us to your conservation plan, which will identify the opportunities for improving the heritage and how it is looked after.
- Where necessary, refer us to your activity plan, which will identify the opportunities for engaging people with heritage.

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.

First round

- Tell us if the risk to your heritage is critical.
- 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).

Second round

Add information in line with any further research you have carried out during your development phase.

3d. Why do you need Lottery funding?

First round

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

Second round

Add information in line with any further research you have carried out during your development phase.

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

First round

- Tell us about the options you have considered, and why this project is a suitable response to the problems and opportunities identified in 3b
- Tell us about any consultation you have done and how this has shaped your project proposals.

Second round

- Add information in line with any consultation or survey work you have done during your development phase. Where necessary, refer us to your activity plan.

3f. How are you planning to promote and acknowledge National Lottery players' contribution to your project through HLF funding?

First round

- Provide outline information about what you will do during your delivery phase and after the project is completed.

Second round

- Provide detailed information about what your project will do during your delivery phase and after your project is completed.

Please read about acknowledgement and promotion in **Part three: Receiving a grant**.

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. We describe the outcomes we value the most as 'weighted' 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.

In assessing your application, we will take into account the extent of the difference likely to be made, not the number of outcomes you will achieve beyond our minimum requirements.

Questions 4a, 4b and 4c

Referring to the notes on the next pages, tell us which of these outcomes you think your project will achieve and 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.

First round

Tell us about the outcomes that your project may achieve with our funding.

Second round

Provide more detail in line with any work you have done during your development phase.

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

As a result of HLF investment:

Heritage will be better managed

There will be clear improvements in the way that you manage heritage. This could include the implementation of a new management and maintenance plan, securing additional staff, trustees or other resources that you need, or the more effective use of existing resources. As a result of these improvements, you will be able to show that the heritage you manage is in a stronger position for the long term, including, if appropriate, a stronger financial position. These improvements to managing the heritage are likely to mean that you can meet national or sector quality standards.

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. They 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. 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 better interpreted and explained

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. 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.

Heritage will be identified/recorded

The heritage of a place, a person or a community will have been located/ uncovered and/or there will be a record of heritage available to people now and in the future. This might include identifying places or collections that are of relevance to a particular community and making information about them available; documenting languages or dialects; recording people's memories as oral history; surveying species or habitats and making the survey data available; cataloguing and digitising archives; making a record of a building or archaeological site; or recording the customs or traditions of a place or community. Heritage that was previously hidden, not well known, or not accessible will now be available to the public; visitors or users will tell you that this is an important part of our heritage and that they value it.

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

People will have developed skills

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). 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 – 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**

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. 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 changed their attitudes and/or behaviour

Individuals will think differently about heritage or your community, will have changed what they do in their everyday lives, or will have been inspired to take some form of personal action. You will be able to show that these changes have come about as a result of their experience in your project from the stories people tell you themselves. For example, some people may have a different perception of the importance of biodiversity or of the contribution made by young people in the community; others may have started doing conservation work or stopped vandalising a local memorial. They may have joined the management group of your Friends organisation, decided on a career in heritage or got involved in other community projects.

People will have had an enjoyable experience

People involved in your project will have found it fun, interesting and rewarding. For example, people will tell you they enjoyed the opportunities for social interaction; they liked being part of a team achieving something; they enjoyed learning about heritage; and they were able to celebrate their achievements. Adults, children and young people engaging with your project will tell you that their visit met or exceeded their expectations; that they liked it enough to visit or take part again; or that they encouraged other people to get involved. You will provide an enjoyable experience through the welcome you offer, through good customer service, and by having the right resources and equipment for people to get involved with heritage.

People will have volunteered time

Individuals will be contributing their time and talent and will find it a rewarding experience. Through giving their time to activities at all different levels – from project leadership and management to helping at events or creating a web site – volunteers will be able to report personal benefits whatever their experience, background and level of engagement. These might include: new skills; increased confidence; a sense of purpose; enhanced wellbeing; a feeling of making a contribution to heritage and society; or influencing the success of your project and the way it is regarded in the community.

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

As a result of HLF investment:

Negative environmental impacts will be reduced

You will have minimised the negative environmental impacts of your heritage/ site and, if possible, reduced them from a current or baseline position, in the key areas of: energy and water use; use of construction materials; and visitor transport. If your project is site-based, you will have taken opportunities to enhance the biodiversity (habitats and species) of the site. At the end of your project you will be able to report on the resources you used for any physical work you undertook and give estimates of the carbon emissions that will result from the ongoing operations at your site, and demonstrate that they are as low as possible.

More people and a wider range of people will have engaged with heritage

There will be more people engaging with heritage 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 local area/community 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. Community members will report a greater sense of shared understanding and a better sense of getting along 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.

Your 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. 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.

Your 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. 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.

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

First round

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

Second round

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

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

First round

Fill in as appropriate.

Tell us how many visitors you received in the last financial year and how many visitors a year you expect after the project is complete.

Second round

Update with current information.

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

First round

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

Second round

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

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

First round

Provide an estimate.

Second round

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

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

First round

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

Second round

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

Section five: Project management

5a. What work will you do during the development phase of your project?

First round

Read about the key tasks you need to complete during **your development phase** in [Part Two: Application process](#).

Tell us how you will produce all the supporting documents required with your second-round application. These are listed in [Section nine: Supporting documents](#).

Second round

You do not need to answer this question

5b. Who are the main people responsible for the work during the development phase of your project?

First round

- Provide detailed information about the team that will work on your development phase, including the person who will take overall responsibility.
- Tell us if you will need extra support from consultants or new staff
- Explain who is responsible for making decisions and approving changes to your project. Describe the reporting structure and how often meetings will take place.
- Describe how you will choose the staff, services and goods needed during your development phase.
- 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 as part of your development grant request.
- 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.

You will also need to send us:

- job descriptions for all new posts for your development phase;
- briefs for any consultants for your development phase.

Second round

You do not need to answer this question.

5c. Complete a detailed timetable for the development phase of your project.

First round

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

You may find that some of the tasks listed are not relevant to your project. If you already have a conservation plan for your heritage site, you should not need to prepare another.

Include time for us to grant you permission to start (Please read about **permission to start** in [Part three: Receiving a grant](#)).

Tell us when you are hoping to submit your second-round application.

Second round

You do not need to answer this question.

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

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.

First round

Use the table to tell us what the risks are for your development phase. You may find it useful to refer to the help note for question 5g.

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.

Second round

You do not need to answer this question.

5e. Who are the main people responsible for the work during the delivery phase of your project?

First round

- 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.

Second round

- 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 staff, services and goods needed during your delivery 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.
- 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.
- You will also need to send us: a project

management structure;

- a project management structure
- job descriptions for all new posts;
- briefs for any consultants.
- If you are sending us a project business plan, tell us where to find the information above in this.

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

First round

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 second round.

Second round

You will need to provide a detailed timetable for your delivery phase with your second round 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.

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

First round

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 seven: Project costs**.

Second round

Revise these risks in line with the development work you have done. If you are sending us a project business plan, tell us where to find the information in this.

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

Fill in the boxes.

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

5i. Are there any fixed deadlines or key dates that will restrict your project's timetable?

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

Dates when partnership funding offers expire or secured funds must be spent by

Anniversaries that your project is designed to celebrate

External events that are key to your project's success.

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?

First round

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

Second round

Provide **detailed** information about how you will maintain 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.

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

First round

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

Second round

Update in line with any information that you have gained during your development phase.

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

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

First round

Please read about evaluation in [Part three: Receiving a grant](#).

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.

Second round

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.

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.

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

Your total project costs must match your project income.

First round

- We expect your development-phase costs to be detailed.
- Your delivery-phase costs should be based on your best estimates.

Second round

- 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.
- If you are sending in a project business plan at the second round, you will still need to summarise the costs and income under the headings in the application form.

Please read about **buying goods, works and services** in [Part three: Receiving a grant](#).

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.

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.

7a Development-phase costs

First round

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

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 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

Please read about **Full Cost Recovery** in [Part one: Introduction](#).

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.

If your project is following HLF's two round process we would normally expect a larger contingency at the first round than at the second round 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 (eg 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 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

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 develop your second-round application.

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

- Professional labour – £350 a day. For example – accountancy or legal advice.
- Skilled labour – £150 a day. For example, administrative work.
- Unskilled labour – £50 a day. For example, working as a steward at a consultation event.

Second round

You do not need to answer this question.

7b. Development-phase income.

First round

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% 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.

Non-cash contributions and volunteer time

These should be the same figures that you provided in question 7a.

Second round

You do not need to answer this question.

7c. Development-phase financial summary.

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

7d. Delivery-phase capital costs.

First and second round

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.

7e. Delivery-phase activity costs.

First and second round

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.

7f. Delivery phase – other costs.

First and second round

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

Please read about **acknowledgement** in [Part three: Receiving a grant](#).

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 under £250,000 should allow a budget of up to 3% of their total costs
- Projects between £250,000 and £1,000,000 should allow a budget of up to 7% of their total costs
- Projects over £1,000,000 should allow a budget of up to 10% of the total project costs

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

For information about contingency please see the help notes for question 7a. We would normally expect a smaller contingency at the second-round than at the first-round because the project risks should reduce as you develop 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.

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. Please refer to the rates listed in question 7a.

7g. Delivery-phase income.

First and second round

Please read about your contribution in [Part one: Introduction](#).

Cash

For information about cash partnership funding, please see the help note for question 7b.

Non-cash contributions, volunteer time and increased management and maintenance costs

These should be the same figures that you provided in question 7f.

7h. Delivery-phase financial summary

First and second round

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?

First round

If you need to raise funds during your development phase, tell us how you will do this.

Second round

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 delivery phase 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.

First round

1. Copy of your organisation's constitution, unless you are a public organisation or registered charity.
2. 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.
3. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be

managed.

4. Copy of your organisation's audited accounts for the last financial year. This does not apply to public organisations.
5. Spreadsheet detailing the cost breakdown in **Section seven: Project costs**.
6. Calculation of Full Cost Recovery included in your development-phase costs (if applicable).
7. Briefs for development work for internally and externally commissioned work.
8. Job descriptions for new posts to be filled during the development phase.
9. A small selection of images that help illustrate your project. If your project involves physical heritage, provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format (either as an attachment or on disk). We will use these images to present your project to decision makers so please make sure they are of high quality. Please read about **images** in **Part three: Receiving a grant**.
10. Letters of support (no more than six). If you are undertaking a capital project, please include a letter from the person with overall responsibility of the building confirming there are no future plans for closure.

Second round

For all projects:

1. An activity plan.
2. A project timetable (unless included in your project business plan).
3. Cash flow for the project (unless included in your project business plan).
4. Income and spending forecasts for five years following project completion (unless included in your project business plan).
5. The project management structure (unless included in your project business plan).
6. Spreadsheet detailing the cost

breakdown in **Section seven: project costs**.

7. Calculation of Full Cost Recovery included in your delivery-phase costs (if applicable).
8. Briefs for internally and externally commissioned work.
9. Job descriptions for new posts to be filled
10. Copies of deeds, leases, mortgages or other proof of ownership if your project involves work to land, buildings or heritage items.
11. A small selection of images that help illustrate your project. If your project involves physical heritage, please provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format (either as an attachment or on disk). We will use these images to present your project to decision makers so please make sure they are of high quality. Please read about **images** in **Part three: Receiving a grant**.
12. Letters of support (no more than six). If you are undertaking a capital project, please include a letter from the person with overall responsibility of the building confirming there are no future plans for closure.

For projects involving capital works:

13. Design specification
14. A management and maintenance plan.

For projects with a grant request of £2million or more:

15. A carbon footprint assessment (also applicable if your organisation operates as a site-based visitor attraction).
16. A project business plan.

For projects involving capital works with a grant request of £2million or more, and for projects involving several different types of heritage with a grant request below £2million:

17. A conservation plan (submitted early in your development phase).

Appendices

Appendix 1: Evaluation questionnaire

The quantitative information that we expect you to collect for your evaluation questionnaire is outlined below. For visitors, volunteers, trainees and staff, we also ask for demographic details by gender, ethnicity, social class and disability.

1. 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 for 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 and colleges:** These can include visits by primary, secondary and higher levels of education.
- **Outreach sessions in schools and colleges:** Visits 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.

2. Visits

Data about the number of people who visited your attraction the year before your HLF project started and the year after it completed. If the attraction or facility we fund is part of a bigger attraction (for example, if we funded a gallery within a larger museum), we only want you to give us visit numbers for the part of the attraction or facility which we give money towards.

3. Volunteers

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

4. Training

The number of people trained through the project, under a set of skills headings covering conservation, 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: Property ownership

If you are successful with your Heritage Grants application, we expect you to own any property (land, buildings, heritage items or intellectual property) on which you spend the grant. If we award you a grant, we may require a charge on the land, buildings or heritage items.

Land and buildings

For projects involving buying or carrying out capital work to land or buildings, we expect you to own the freehold or have a lease of sufficient length for you to fulfil our standard terms of grant. If you do not meet our ownership requirements, we will need you to improve your rights (for example, by changing or extending a lease) or include the owner as a partner in your application, if applicable.

- For projects involving work to a building or land, if your organisation does not own the freehold, you will need a lease with at least 20 years left to run after the expected day of your project's completion.
- If your project involves buying land or buildings, you must buy them freehold or with a lease with at least 99 years left to run.
- We do not accept leases with break clauses (these give one or more of the people or organisations involved the right to end the lease in certain circumstances).
- We do not accept leases with forfeiture on insolvency clauses (these give the landlord the right to end the lease if the tenant becomes insolvent).
- You must be able to sell on, sublet and mortgage your lease but if we award you a grant, you must first have our permission to do any of these.

Heritage items

For projects involving buying a heritage item or carrying out conservation work to a heritage item (for example, a steam train or a painting), we expect you to buy or own the item outright.

However if you are borrowing item/s as part of the project, e.g. for an exhibition, and are asked to contribute towards the costs of conservation for this item/s then we may accept this cost if it forms a small part of your project. The owners of the item/s may need to be tied into your Partnership Agreement, or tied into the Standard Terms of Grant if a grant is awarded. Please contact your local team to discuss this if you think this will apply to your project.

Digital outputs

If you create digital outputs we expect you either to own the copyright on all the digital material or to have a formal agreement with the copyright owner to use the material and to meet our requirements – see [Appendix 3: Digital outputs](#).

The information we need about ownership

With your first-round application

You will need to provide the information requested in the application form.

At permission to start your development phase

If you already own the property, send us proof of ownership as referred to in the list of supporting documents for the second round. This will give us an opportunity to advise you if you need to increase your rights to meet our minimum requirements.

With your second-round application

You will need to provide proof of your ownership or your right to use the property, as referred to in the list of supporting documents. If you do not own the property, you must tell us who does. They may need to be bound into the terms of grant.

Appendix 3: 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 as long as your terms of grant last;
- **free of charge for non-commercial uses** for as long as your terms of grant last; and
- **licensed for use by others** under the Creative Commons licence 'Attribution Non-commercial' (CC BY-NC) for as long as your terms of grant last, unless we have agreed otherwise.

If you are creating digital outputs:

- You **must** provide a management and maintenance plan with your second-round 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.

Appendix 4: Buying land and buildings

Overview

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

If you already manage the land and/or buildings that you want to buy, you will need to show us what extra benefits the purchase will bring. You will need to show that all options for entering into an appropriate management agreement with the freehold owner have been explored before seeking a grant for purchase.

We can help you to buy land and/or buildings if you demonstrate in your application form that:

- any risks to their preservation will be reduced by your purchase;
- the price accurately reflects the condition and value;
- the purchase will contribute to more people engaging with the heritage;
- you have adequate plans for management and maintenance over a period of at least 10 years after project completion;
- you can demonstrate their significance to the heritage in a local, regional or national sense.

We will not support purchases which we think are above market value. If we award you a grant, we may require a charge on the land and/or buildings. We can fund all associated purchase costs such as agent's fees, saleroom fees and taxes. Please ensure these are reflected in your cost table

If your project includes **buying a heritage item, land or building**, 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.

The information we need about the purchase

With your second-round application, you will need to provide:

- a location plan to scale, clearly identifying the extent of the land or building to be purchased and any relevant access to the land and building;
- one independent valuation. This should include a detailed explanation of how the assessment of the market value was reached. We welcome valuations by the District Valuer. We may also arrange for our own valuation. We will normally be prepared to support a purchase at a figure up to 10% above the top of any range in an accepted valuation;
- evidence that the current owners are the owners (have legal title) and have the right to both sell the land and/or building and transfer the title to the new owner; and
- evidence of any legal covenants, or rights (such as fishing, shooting, mineral, drainage), or long- or short-term tenancies, or rights of way or access, or any other interests which are attached to the land or building.

Appendix 5: Buying heritage items and collections

Overview

We can fund projects that involve the purchase of heritage items or collections which are important to our heritage and contribute to achieving outcomes for heritage, people or communities.

We will only help to buy items or collections if you demonstrate in your application form that:

- risks to their long-term future will be reduced if you buy them;
- the price accurately reflects their condition and value;
- you have a collecting policy and the purchase is in line with your policy;
- the items will be accessible to the public once purchased; and
- you can show that you have adequate plans for their long-term care and maintenance.

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

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

There is unlikely to be sufficient **public benefit** in the acquisition of a heritage item by one publicly funded collection from another for us to consider funding the purchase.

We will not support purchases which we think are **above market value**.

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

If you need an **urgent decision** from us, you must contact your local HLF office to discuss this before you apply. We can only consider offering fast-track decisions for buying heritage items or collections if the deadline means we cannot assess your application within our usual timetable. Our staff will discuss with you the implications of our fast-track procedure for your application. If you have a short amount of time to buy the item(s), we ask you to provide us with details of how this object will be integrated into your existing learning activities and public programmes. We do not require you to have a separate activity plan but we will expect activities and programmes to be appropriate for the object you are acquiring.

Costs

The eligible costs associated with a purchase include:

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

Ineligible costs include:

- seller's fees (e.g. legal and agents' fees).

You should also include the **costs of all the other activities** you will do in your project once you have bought the item(s). The costs of your activities must be in proportion to the cost of the item(s).

The information we need about the purchase

With your first-round application, you will need to provide:

- information about the history and significance of the item(s)
- a statement about why you are the right organisation to own the item(s). This should be supported by what you say in your policies, such as your acquisition or collections-management policy;
- evidence that you will become the full owner of the item(s) or a good case for well-planned joint ownership.

With your second-round application, you will need to provide:

- documentary proof of the provenance (origin) of the item(s). Examples of proof include sale documents, legal documents, export documents, written statement by current owner, history of the item(s);
- evidence that the current owners are the owners (have legal title) and have the right to both sell the item(s) and transfer the title to the new owner;
- an independent valuation on an open-market basis for the item(s) you wish to buy; this should include the valuer's reasoning to support the valuation, not just a statement of the value; you do not need to commission a valuation for an item (or items) which is the subject of an export stop or part of the Treasure Valuation Process;
- we will also arrange for our own valuation. We will normally be prepared to support a purchase at a figure up to 10% above the top of any range in an accepted valuation;
- evidence that you have followed current guidance on portable antiquities, illegal trade, and items and collections that could be sensitive. You should provide a statement outlining your research into the relevant laws and guidelines on ethical acquisitions;
- a description of how you will manage the item(s) and keep it secure, both at the time you buy it and in the future; and
- a conservator's report saying whether the item(s) have conservation needs and, if so, how you will meet those needs. The report should include

evidence that your organisation has the right environmental conditions to house the purchase.

Appendix 6: Reducing negative environmental impacts

Here we have listed the environmental measures we think are likely to be important to projects, and what we think it should be possible to achieve for each of them. However, measures intended to reduce the energy use in your building can sometimes have unintended harmful consequences for the building fabric and need to be carefully considered. Further information is available in our *Building Performance Guidance*.

In question 3a of the application form, provide details on all of the issues you believe to be relevant to your project, and tell us about what your project will **do** to reduce environmental impacts. In question 4c, you will tell us what the **difference will be** in the environmental impact of your heritage/site, as a result of these actions.

Energy

- Design and construct building which has no need of a heating system and which uses natural ventilation (new build only)
- Achievement of energy efficiency to a least that required by Building Regulations
- Install appropriate renewable energy technologies
- Install heat recovery from wastewater systems
- Install appropriate electrical circuits to enable the later addition of photovoltaic technology
- Installation of energy-efficient equipment and fitting
- Use of natural insulation materials

Water

- Install flow-reducing valves to pipe work that is not used for high volumes of water
- Install aerated taps and other water-saving fittings
- Install Sustainable Urban Drainage Systems (SUDS)
- Install greywater systems (new build only)

Building materials/construction waste

- Use of traditional products and building materials
- Use of local products
- Use of products with low embodied energy
- Paints, varnishes and other finishes to be natural-oil- or water-based, and not petrochemical- or solvent-based
- Incorporate reused materials from your existing building (refurbishments only)
- 10% of spend on construction materials to be on recycled materials
- Adopt a site waste management plan

Soil, timber and biodiversity

- No peat to be used
- All timber to come from proven legal and sustainable sources
- Biodiversity impact assessments to be carried out before work starts
- Enhance the overall biodiversity interest of the site

Visitor transport

- Monitor and set targets for the percentage of visitors and other site users arriving by public transport (for all projects at sites that attract visitors for at least three months of the year)
- Car park surfacing should be from natural or recycled materials, in keeping with the local environment and incorporating SUDS (for all projects where car parks are being built as part of the HLF-funded project)

Appendix 7: Projects involving land, habitats and species

Biological-recording projects

Any species observations must comply with the standards for data quality and accessibility as set out by the National Biodiversity Network (NBN) on the NBN Atlas (www.nbnatlas.org). These observations must be made available to the public at capture resolution, subject to sensitive species restrictions. There are several ways of achieving this. NBN Atlas Data Partners may prefer to supply datasets directly to the NBN Atlas. Alternative options include through online recording tool iRecord (www.brc.ac.uk/irecord) or they can be shared with your local or regional environmental record centre (www.alerc.org.uk) for onward transmission to the NBN Atlas (www.nbn.org.uk). If you are unsure how best to proceed, please contact the NBN directly to discuss the most appropriate data supply route. You must also meet HLF's requirement for digital outputs (see [Appendix 1: Digital outputs](#)).

Working on private land

Many priority habitats and species occur on private land and not solely within reserves and land holdings owned by not-for-profit organisations or public bodies. We therefore accept applications for projects that are partly on privately owned land, provided that it is adjacent to land owned by a not-for-profit organisation or a public body, or land that is accessible under the Countryside and Rights of Way Act 2000 in England and Wales or the Land Reform (Scotland) Act 2003 in Scotland. In these cases, the not-for-profit organisation or public body whose land lies within the project area should be the lead applicant.

In order to include private land your overall project must:

- enhance and/or expand the extent and quality of habitat that will help to meet UKBAP habitat and species targets;
- contribute to long-term sustainable management of the area; and
- demonstrate a strategic approach to the conservation of a priority habitat or species.

We will accept the principle of 'zoned' levels of physical access within your project area. There will already be public access to the land that you own, and you may also have some infrastructure, for example paths or hides that can help to accommodate increased public access.

Third-party agreements

A not-for-profit or public-body grantee may make payments to private owners for activities that contribute to achieving outcomes for heritage, people or communities. If you are the lead applicant, you are responsible for ensuring that the specific project outcomes are delivered by private landowners and that the terms of grant are complied with, including repayment of the grant if necessary.

This should be formalised through third-party agreements that define the outcomes to be delivered on private land and secure the management and maintenance of capital works from the expected date of **the works' completion**, until 10 years after your **project's completion**. This should be a legal agreement between you and the landowner.

You may include the costs of adapting and setting up third-party agreements, including the cost of taking legal advice, as part of the development costs in your application.

State aid

State aid is defined by the treaty establishing the European Commission as "any aid granted by a Member State which distorts or threatens to distort competition by favouring certain undertakings or the production of certain goods". Agricultural state aid, which is the type of state aid most likely to be encountered by applicants working on land-based projects, favours the production, processing or marketing of agricultural goods.

The National Lottery is regarded as a supplier of state resources alongside national, regional and local government bodies. Common examples of works that are likely to be counted as agricultural state aid include habitat restoration, fencing, grazing management, purchase of livestock and provision of livestock-handling facilities.

It is your responsibility to check whether state aid clearance is required. If you think your project might require state aid clearance, advice can be sought from the Department for the Environment, Food and Rural Affairs (Defra).

The information we need about agricultural state aid

With your second-round application, you will need to provide state aid clearance from Defra if agricultural state aid rules are likely to apply.

Glossary

Activities: We describe anything in your project that isn't capital work as 'activities'. Often these will be activities to engage people with heritage.

Activity plan: This document sets out everything you want to do in your project that is not capital work.

Capital work: Capital work includes any physical work such as conservation, new building work, creating interpretation or digital outputs, or buying items or property.

Conservation plan: This document helps you to understand why your heritage is important and to whom. It helps you take an overall view, and it sets out a framework of policies that will help you make decisions about how to look after your heritage whilst ensuring it continues to be used, enjoyed and made accessible.

Delivery-grant request: The amount of money you request from us towards your delivery phase.

Delivery phase: This is when you carry out your project.

Development-grant request: The amount of money you request from us towards your development phase.

Development phase: This is when you develop your second-round application.

Digital output: We use the term 'digital output' to cover anything you create in your 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.

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

First-round application: Your first-round application is when you provide us with detailed information about your development phase and outline information about your delivery phase. This application will include a delivery-grant request and a development-grant request if necessary.

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 be bound into the terms of grant and receive grant payments.

Management and maintenance plan: This document sets out what maintenance and management you need to do, when you will do it, and who will do it. It also tells us how much it will cost and how you will monitor the work.

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 outcomes, read about **the difference we want to make** in [Part one: Introduction](#).

Output: Outputs are the things that your project will produce, such as a book, a new exhibition, a workshop, or conservation work to a building.

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

Project business plan: This document sets out the financial and organisational aspects of your project. It is not the same as your organisation's business plan.

Project completion: This is the date that we make our final payment and are satisfied that the approved purposes of the grant have been met. The standard terms of grant will last for 20 years from the Project Completion Date. Exceptions are listed in [Part three: Receiving a grant](#).

Project enquiry form: This form allows you to tell us about your project idea before you apply. It was previously known as a 'pre-application form'.

RIBA work stage: A numerical outline plan from 1 to 7 which organises the process of managing and designing building projects and administering building contracts into a number of work stages, as defined by RIBA (Royal Institute of British Architects). An alphabetical plan was previously used (from A to L).

Second-round application: Your second-round application is when you provide us with detailed information about your delivery phase. This application will include your delivery-grant request.

Volunteer time: Volunteer time can be included in your partnership funding. This is the time that volunteers give to leading, managing and delivering your project. You should not include costs for the time of people who will take part in your activities. For example, in an archaeology project, the time of a volunteer who has organised a public dig can be included, but not the time of people learning to dig.

Weighted outcomes: These are the outcomes that we value the most, and we will give them extra weight during assessment.