



Landscape Partnerships

Grants from £100,000 to £3million

Application guidance

June 2017
www.hlf.org.uk

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Part one: Introduction

Welcome

The Landscape Partnerships programme is for schemes led by partnerships of local, regional and national interests which aim to conserve areas of distinctive landscape character throughout the UK. You can apply for a grant from £100,000 to £3million. The application process is in two rounds.

Landscape Partnerships contribute to heritage conservation as an integral part of rural and peri-urban regeneration, aiming to create an holistic and balanced approach to the management of landscape heritage at a landscape-scale. The programme aligns significantly with the UK's commitment to implementation of the European Landscape Convention. Landscape Partnerships should be considered as one part of a wider ambition to improve the landscape's management and help people connect with it. Landscape conservation is a long-term process and whilst HLF funding can help support a period of more intense activity, our funding should also lead to continued activity and a lasting legacy.

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 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.

We recommend that you read **Parts one and two** of this Landscape Partnerships 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 schemes 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.

A partnership approach is central to developing a successful scheme. We expect the partnership to be made up of a variety of local, regional and national organisations alongside the local community who all have a shared purpose to develop, manage and deliver the scheme for the benefit of the landscape and the community as a whole. You will need to nominate a lead applicant who should provide a signed partnership agreement or a constitution showing the involvement of each partner and how the project will be managed.

A partnership board should be formed of individuals from partner organisations who have the authority to advise on delivery and also manage the Landscape Partnership common fund. You can submit a draft partnership agreement or letter of intent from all partners with your first-round application, but the partnership agreement needs to be finalised and signed by all partners by the time you submit your second-round application.

The partnership and lead applicant may change between first and second round. The lead applicant at first round will take responsibility for the development grant award and administration.

A partnership may be:

- a number of separate organisations or individuals linked together as partners through a written agreement, with a lead partner;
- an existing partnership whose role is to conserve the landscape area, for example an Area of Outstanding Natural Beauty or a Conservation Board;

- a new organisation representing a number of partners set up specifically to deliver the Landscape Partnership scheme.

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

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

- charities or trusts;
- local authorities;
- community or voluntary groups;
- community/parish councils;
- Community Interest Companies;
- social enterprises.

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

- 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:

- natural heritage including habitats, species and geology;
- surviving or lost historic features and buildings;
- archaeological sites, earthworks, features and deposits;
- cultural traditions such as stories, festivals, crafts, music, dance and costumes;
- histories of people and communities (including people who have migrated to the UK);
- histories of places and events, and features created to commemorate them;
- traditional and local heritage skills and industries;
- the heritage of languages and dialects;
- semi-natural and designed landscapes and gardens;
- people's memories and experiences (often recorded as 'oral history' or spoken history);
- collections of objects, books or documents in museums, libraries or archives; and
- places and objects linked to our industrial, maritime and transport history.

Schemes that make a lasting difference for heritage, people and communities

A Landscape Partnership scheme is made up of a number of individual projects, often grouped under themes, within a defined landscape character area. These individual projects should be integrated in a way that achieves a long-term legacy for the area.

When we say **scheme**, 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.

Landscape character and use

Prior to your application you must identify an area of land that has a distinctive landscape character, recognised and valued by local people. This principle echoes the values of the European Landscape Convention. By taking a landscape character approach, you will be able to identify what makes the landscape unique and recognisable, what gives it its sense of place, and describe this in your application. Schemes should take an integrated approach that considers the needs of the built and natural heritage, management practices and the range of cultural heritage associated with the area. Your first-round application should clearly set out your vision for the future of your Landscape Partnership area and its communities.

In planning a Landscape Partnerships long term vision it is important to think about how the landscape was used in the past, how it is used now, and how it will need to adapt and function to meet challenges in the future. This may include, for example, the impacts of our changing climate, infrastructure development, increasing urbanisation and changes to land use.

Landscape scale

As a guide we recommend that your Landscape Partnership area is no smaller than 20km² and no larger than 200km², this is based on our evaluation of the impact of previous schemes in relation to the scale of grants they were awarded. However your scheme boundary must be dictated by the landscape character of the area so larger scale landscapes, such as those in mountainous or moorland regions, may be better addressed by working over a larger character area.

If you exceed our size guide we will ask you to justify the rationale for working over a larger area and to explain how you will ensure the benefits of our funding are not spread too thinly. We will expect your boundary to reflect the extent of the distinctive landscape character area, the physical features on the ground, together with the views and values of local people. It should not be defined by administrative boundaries.

A partnership approach

Together with other funders, we will contribute to a common fund managed by the partnership board to support a wide programme of activities and individual projects that contribute towards the Landscape Partnership outcomes.

The strongest partnerships will be able to demonstrate a membership that is representative of the interests of the area, including local, regional and national organisations, and covering the full breadth of heritage interest in the area.

Third party grants

Landscape-scale conservation projects often involve multiple land owners that need to be engaged to achieve impact at a sufficient scale. One way of engaging landowners is to offer third party grants to support conservation works on their land, which HLF can support the costs of.

Third Party Grants are payments made by the scheme partnership to third parties (either organisations or individuals such as landowners) to enable them to deliver works, usually on their own land, in line with the scheme's aims (such as improving the condition of an area of land for biodiversity). The grants are governed by a 10 year future management and maintenance agreement.

Any third party grant must be able to demonstrate good value for money and that public benefit outweighs any private gain, if working on private land.

For more information on third party grants see www.hlf.org.uk/third-party-grants.

Community grant schemes

One way in which Landscape Partnership schemes can extend their reach and involve the wider community is through the provision of a community grant scheme.

A community grant scheme is a ring-fenced sum of money used to fund projects, usually led by not for profit community groups that contribute to the aims of the scheme. Such schemes are often publicised externally and include an application process and decision making panel that considers and awards grants.

We recommend that the total awarded by community grant schemes does not exceed £100,000 in total. If you are planning a larger scheme you will need to justify this in your application.

When planning a grant scheme it is important to show you have considered:

- If you want your grant scheme to have a specific focus (e.g. natural heritage or local cultures and memories) or be open;
- Scale of the grants in relation to your scheme. Ensuring grants are manageable in size but also being aware there will be a threshold under which it may not add sufficient value to deliver a grants scheme;
- How the scheme will be administered including assessment of applications;
- Scheme criteria, making payments and managing risks;
- How decisions will be made and by whom;
- How project progress will be monitored;
- What evaluation will be undertaken;
- How the grants will be publicised to the community.

For more information on community grant schemes see <https://www.hlf.org.uk/third-party-grants> or visit our online community <http://bit.ly/2qdWS5W>.

Legacy

We describe Landscape Partnerships as a period of intense activity up to 5 years that forms part of a longer term period of change.

To help schemes in long term planning HLF asks for a Legacy plan to be produced in the penultimate year of delivery. We are able to support the costs of producing a legacy plan, for example in seeking expert advice around its development.

For further information on legacy planning see www.hlf.org.uk/looking-funding/our-grant-programmes/landscape-partnerships.

Promoting and celebrating landscape

Landscapes deliver vital social, cultural, environmental and economic benefits to society, and are central to instilling a sense of place for people and their local communities.

Landscape Partnership schemes, through the projects they deliver across the full spectrum of cultural and natural heritage, are designed to help people celebrate and connect to landscape. A scheme should aim to promote and celebrate the heritage of all landscapes, from protected landscapes such as Areas of Outstanding Nature Beauty to lesser known 'in-between' places close to many of our towns and cities.

Sharing good practice about landscape-scale conservation and engaging people is important to HLF. Many of the schemes we fund trial new ideas or develop new ways of engaging people. To share this learning with your partnership and landscape professionals more widely, we encourage all schemes to consider including the costs of a conference, seminars or workshops as a part of your application

Assessment Process

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:

- schemes outside of the UK;
- schemes where the main focus is meeting your legal and/or statutory responsibilities;
- promoting the cause or beliefs of political and faith organisations;
- schemes where the main focus is:
 - the construction of a new building or structure;
 - too heavily weighted towards a single major project;
 - too heavily weighted towards land or property acquisition;
 - with little or no public benefit, for example current agricultural work or conserving buildings in active use for agricultural or commercial purposes;
 - vehicles, machinery or transport for private use or benefit;
 - civil engineering work related to flood relief, new roads, bridges or traffic systems.

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

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 are drawn directly from our research into what HLF-funded Landscape Partnership schemes have actually delivered.

Your scheme will need to contribute towards all nine outcomes listed here.

We will consider the quality of the outcomes that your scheme will achieve and anticipate that you will contribute to some more than others. We acknowledge that some Landscape Partnership schemes may give priority towards certain outcomes. However, schemes should try to balance individual projects according to an assessment of landscape need and opportunity, and achieve these outcomes in a diverse and holistic way.

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
- in better condition
- identified/recorded

Outcomes for people:

With our investment, people will have:

- developed skills
- learnt about heritage
- volunteered time

Outcomes for communities:

With our investment:

- negative environmental impacts will be reduced
- more people and a wider range of people will have engaged with heritage
- your local area/community will be a better place to live, work or visit

Costs we can cover

Direct costs

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

Direct costs include:

- new staff posts to deliver the scheme;
- extra hours for existing staff to deliver the scheme;
- the cost of filling a post left empty by moving an existing member of staff into a post created for the scheme or individual 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 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 your scheme); 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 scheme. 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 organisations, local authorities or universities.

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

Recognised guidance on calculating the Full Cost Recovery amount that applies to your scheme 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 scheme you are asking us to fund, and we will assess whether this is fair and reasonable.

Your contribution

We ask you and your partners to make a contribution towards your scheme. 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.

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

Central to the delivery of a Landscape Partnership is the shared common fund, which should be made up of various sources including the HLF contribution. Your partnership board can spend the Landscape Partnership common fund either directly by ordering and managing work themselves, and/or in part by indirectly providing grants to others, known as third party grants.

If your scheme 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.

Other information about your application

Freedom of information and data protection

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

Complaints

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

Part two:

Application process

Making an application

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

First-round applications need to be submitted by **31 May**. We assess your application in four months, and then it goes to the October decision meeting. 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 25 months, depending on the complexity of your scheme.

We assess your second-round submission in four months and then it goes to your local committee for a decision. Local committees meet four times a year, usually in March, June, September and December.

Your total grant request is the combined total of your development-grant request and your delivery-grant request.

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 submission, using the development grant you may have requested.



Second-round submission

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



Delivery phase

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

First-round application and second-round submission

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

Information about	First-round application	Second-round submission
Activities	Outline proposals: <ul style="list-style-type: none"> Who is your scheme likely to involve The nature and range of activities that will engage people with heritage 	Detailed proposals: <ul style="list-style-type: none"> A detailed Landscape Conservation Action Plan (LCAP) showing all the individual projects in your scheme and how they relate to the Landscape Character Assessment
Capital work	Outline proposals: <ul style="list-style-type: none"> An initial breakdown of the capital work you plan to deliver Plans for designed elements up to and including RIBA work stage 1 (or old RIBA work stage B)* Plans for non-designed elements, such as interpretation or digital outputs, at the equivalent of RIBA work stage 1 	Detailed proposals to be included in LCAP: <ul style="list-style-type: none"> Detailed plans and proposals for capital work you plan to deliver Plans for designed elements up to and including RIBA work stage 3 (or old RIBA work stage D) Plans for non-designed elements, such as interpretation or digital outputs at the equivalent of RIBA work stage 3
Outcomes	Outline information about the outcomes your scheme might achieve.	Detailed information about the outcomes your scheme will achieve.
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 showing who is responsible for developing the LCAP. 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
After the scheme ends	Outline information about how you will sustain the outcomes of your scheme after funding has ended, including funding additional management and maintenance costs	<ul style="list-style-type: none"> Detailed information to be included in your LCAP about how you will sustain the outcomes of your scheme after our funding has ended, including funding additional running costs Detailed information in your LCAP about how you will evaluate your scheme
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 A list of partnership funding sources for the entire scheme and evidence of secured funding for year one of your delivery phase

*For more information about RIBA work stages, see www.ribaplanofwork.com/PlanOfWork.aspx

Your development phase

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

Development review

We will review your scheme during your development phase to see how you are progressing with your second-round submission. For any individual projects involving capital work, we will look at your plans when they are in line with RIBA work stage 2 (or old RIBA work stage C).

Guidance

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

- Landscape Conservation Action Plan (LCAP) guidance;
- Evaluation guidance - Landscape Partnerships.

These two key 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 why your landscape is important and to whom by carrying out a detailed Landscape Character Assessment. This will be one of the first things you do in your development phase, as it will help you make decisions about which individual projects are needed across the Landscape Partnership area and will then feed into your Landscape Conservation Action Plan (LCAP).
2. Use your Landscape Character Assessment to review the boundary of your scheme area.
3. Strengthen and review the role of the partnership board and ensure diverse representation.
4. For any capital work, undertake any surveys, consultations, or investigations necessary to develop your detailed plans and proposals. Request any relevant permissions, especially where third party/landowner agreements are needed.
5. Consult new and existing audiences and develop a detailed programme of activities and projects to engage people with heritage. This will feed into your LCAP.
6. Develop detailed costs and a cashflow for your delivery phase.
7. Consider how you will sustain outcomes after funding has ended, and how you will meet any additional running costs.
8. Consider how you will evaluate your scheme, and collect baseline data so that you can measure the difference your scheme makes.
9. Consider how you will buy goods, works and services during your delivery phase.
10. Consider how you will acknowledge our grant.
11. 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 submission, most importantly the LCAP.
12. Ensure you have gained State Aid clearance for your scheme from Defra.

How we assess applications

When we assess your first-round application and second-round submission, we will consider the following:

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

How decisions are made

Your application will be in competition with other schemes from across the UK at the first round only.

Our decision makers use their judgement to choose which applications to support, taking account of quality and value for money.

All first-round decisions for Landscape Partnerships are taken by our Board of Trustees once a year in October. Trustees decide whether to offer a development grant (if requested) and set aside funding for your scheme.

At second round, decisions are made by the relevant committee in Northern Ireland, Scotland, Wales or England every three months. If your delivery-grant request remains the same and we are satisfied you will meet the Landscape Partnership outcomes, we will offer you the full grant we have set aside for you at the first round.

If your delivery-grant request changes between the first and second round, or you intend to significantly change the scale and/or nature of projects for which we have awarded you a grant, the submission will be required to return to the Board of Trustees for a decision at the next available meeting and it will either be approved or rejected.

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 from the start of the project until **at least 20 years after project completion**, except if your scheme includes buying a heritage item, land or building, when the terms of the grant will last in perpetuity. If you wish to dispose of what you have bought in future, you must 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 scheme. These can be high-resolution digital images, hard-copy photographs or transparencies.

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

Mentoring and monitoring

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

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

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

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

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

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

- If you have a suitably qualified member of staff on your payroll that you are moving into the post created by your HLF scheme. 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 scheme. In this case we will fund the cost of the additional hours spent on the scheme 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.

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 scheme 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 scheme. You can include the cost of this in your budget. During the development phase you should consider the long-term outcomes of your scheme. You will need to gather baseline information which will help you to assess the overall success of your scheme.

As you develop each individual project, you should specify its outputs. You will need to send HLF a **reporting spreadsheet** showing target or achieved outputs at the end of your development phase, at mid-point of delivery and at project completion.

You must send us an **evaluation report** before we pay the last 10% of your grant.

Please see **Evaluation guidance – Landscape Partnerships** for more information about how we expect you to evaluate your scheme.

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

Part four: Application form help notes

Our application form is used across several HLF programmes. Where questions ask you to tell us about your 'project', please tell us about your scheme, referring to individual projects within it.

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

Second-round applicants: As part of your development phase, you will have produced a range of documents to support your second-round submission, including your LCAP. Where necessary, refer to these in your application form, rather than repeating information, specifying on which page we can find the 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. Although the scheme will be delivered in partnership, please insert the address of the lead applicant organisation.

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

Fill in as appropriate.

Please provide a postcode that is central to the scheme area.

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. If you are a local authority or government agency, tell us about the part that is responsible for the landscape and heritage that this application focuses on, and the team that will be responsible for the scheme.

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 national park or advisory body), 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 describe the number of 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.

Although you will be applying as a partnership, there must be one lead applicant. Tell us if you are a new organisation that has been established for the purposes of delivering a Landscape Partnership scheme, or any other set of circumstances about your partnership arrangements.

List the members of your partnership and briefly describe what their current interests and roles are.

Tell us if any private owners or for-profit organisations are involved and how they will benefit from the funding.

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 landscape as it is today including where your Landscape Partnership area is geographically located, and give wider context within the district, county or region.

Provide an explanation of what is special and distinctive about the landscape's character, heritage, and highlight any habitats, buildings, sites or features that are of particular heritage value. If you have already carried out a Landscape Character Assessment, you should draw on this here. A number of UK organisations have produced guidance to help map landscape and seascape character. Although there may be different approaches these provide a good starting point.

Tell us how the landscape is:

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

Tell us the proposed size of the Landscape Partnership area. We recommend a guide of between 20km² and 200km². If the size exceeds 200km² you must explain the rationale for this, which should be firmly based on an understanding of landscape character and scale, as well as need and ability to deliver impact.

Tell us who the heritage is important to. This could include experts as well as the local community.

Describe the social and economic issues that affect people who live in the area, the impact this has on the landscape, and if the area is affected by levels of deprivation.

Second round

Add information in line with any further research and detailed character assessment that you have carried out during your development phase, or refer us to your LCAP.

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, habitats or landscapes, as well as cultural heritage or people's memories.

Briefly explain why your landscape heritage is under threat (for example from neglect, inappropriate management, lack of understanding, fragmentation of habitats or other issues), and what actions you have been able to take (if any) to minimise this risk.

- If any individual project involves a building or monument, tell us if it is on the buildings or monuments at risk register.
- If your scheme 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 the relevant section of your LCAP.

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

Fill in as appropriate. You may not know exactly what projects (and therefore heritage) your scheme will include at first round but please provide as much detail as possible, and update information at second round when your projects are confirmed.

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

Fill in as appropriate. See **Appendix 2: Buying land and buildings** for more information.

Section three: Your project

3a. Describe what your project will do.

First round

- Provide outline information about what your scheme will deliver through its range of individual projects.
- Provide us with an initial breakdown of the types of capital work you plan to deliver. We acknowledge that not all projects will be worked up to RIBA work stage 1 (or old RIBA work stage B), and that you may not know about all potential projects at this stage, but please provide details where you can. Examples could be:
 - Conserving historic structures and features typical to the landscape, and removing inappropriate structures;
 - Restoring or enhancing habitats found in the area;
 - Re-introducing traditional land management techniques;
 - Conserving and interpreting archaeology and geology;
 - Protecting or enhancing water supplies and drainage;
 - Felling trees, clearing shrub and restoring priority habitats;
 - Re-routing or re-locating statutory services that are detrimental to the landscape (as a small part of a larger project);
 - Improving access to the landscape for all, including people with disabilities;
 - Improving public facilities such as toilets, seating or picnic areas;
 - Offering third party grants to landowners to restore habitats and historic features;
 - Improvements to long-term management of the landscape and its future sustainability.

- Tell us about the activities and projects that your scheme will include to engage people with the landscape and its heritage. Examples could be:
 - Recording, assessing and investigating what makes the area's landscape character unique;
 - Activities and interpretation to increase the range of audiences;
 - Creating new learning opportunities, both formal and informal;
 - Involving existing and new volunteers, and special interest community groups;
 - Providing people with skills and training that contribute to the landscape's conservation and long term management.
- Give us an indication of what your individual project outputs will be. Alongside capital improvements, examples could be workshops or training sessions, new interpretation, websites or publications about the landscape's heritage.

Second round

- Refer us to detailed information in your LCAP about what your scheme and individual projects 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.
- Refer us to the project plans in your LCAP, which will detail all the activities included in your scheme.
- Refer us to detailed information in your LCAP about individual project outputs and where possible how many 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 the landscape is managed now. These may include:
 - Features and habitats that define the character of the landscape that are at risk or under threat;
 - A lack of understanding about the landscape itself such as a shortage of up-to-date surveys, a lack of joint working between landowners, a general decline in the quality of the landscape or fragmentation of habitats;
 - Any organisational or management issues such as uncoordinated management, loss of skills or lack of money.
- Tell us about any problems and opportunities there are relating to how people engage with the landscape and its heritage now. This might include:
 - A lack of interpretation, a lack of volunteer engagement and/or local people being unaware of the landscape's heritage;
 - Issues of access, facilities and public safety;
 - Social, economic or environmental needs (for example health, community cohesion, the local economy, tourism and jobs).

Second round

- Update in line with any consultation or survey work you have done during your development phase.
- Refer us to relevant sections in your LCAP which will identify the opportunities for improving the landscape's heritage and enhancing its character.
- Refer us to relevant sections in your project plans within the LCAP, which will identify the opportunities for engaging people with the landscape heritage.

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

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

First round

- Tell us if the risk to your landscape's 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 Landscape Partnership (for example, you will be able to benefit from or complement another project 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 scheme.
- 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 scheme 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 scheme proposals.
- Tell us about (but do not submit copies) any key policies for conserving the natural and built heritage in the area, and also for social and economic regeneration, for example management plans, cultural or community strategies, statutory planning documents, biodiversity action plans, spatial frameworks or transport plans.

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 LCAP.

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 project and after it is completed.

Second round

Provide detailed information about what your project will do during your project and after it 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 scheme. In the notes on the next pages, we have provided descriptions of outcomes for heritage, people and communities to help you understand the difference we want to make with our funding.

Your scheme should contribute towards all nine of the Landscape Partnership outcomes.

We want to see that your scheme 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 scheme, but some may be achieved in the future as well.

Questions 4a, 4b and 4c

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

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

First round

Tell us about the outcomes that your scheme and individual projects (if you have any examples) may achieve with our funding.

Second round

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

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

As a result of HLF investment:

Heritage will be better managed

There will be clear improvements in the way that you manage the Landscape Partnership area and its heritage. This could include new management and maintenance practices, a clear collective vision for the future or practical development of an ecosystems approach to landscape management. It may also include securing additional staff, working with new partners, greater coordination between landowners or identifying other resources that you need, or making more effective use of existing resources. As a result of these improvements, you will be able to show that the landscape and its heritage has a secure long-term future and that any decision making that might affect the area is based on a thorough understanding of all its values and benefits to society now and in the future. You will have an up to date Landscape Character Assessment of the area upon which future decisions can be informed. The improvements will make a contribution to ensuring that the landscape remains healthy and resilient in the context of social and environmental change.

Heritage will be in better condition

There will be improvements to the physical state of your landscape heritage. The improvements might be the result of conservation work to prevent further deterioration, such as mending the roof of an historic barn, repairing ancient pathways, managing a derelict orchard or repairing field boundaries. They might also result from new work, for example increasing the size of an existing habitat to benefit priority species, reinstating lost hedgerows or reducing habitat fragmentation. You will also have taken

opportunities connected to increasing carbon capture/storage within the landscape or improving water quality. The improvements will be recognised through standards used by professional and heritage specialists, through ecological surveys and/or by people more generally, for example in surveys of visitors or local residents.

Heritage will be identified/recorded

The heritage of a landscape and its 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 features 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 landscape heritage and that they value it.

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

As a result of HLF investment:

People will have developed skills

Individuals will have gained skills relevant to ensuring the landscape's character and heritage is better looked after, understood or shared (including, among others, conservation, teaching/training, surveying and project management skills, or skills that are in short supply). 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, including governance, staff and volunteers, will be able to demonstrate competence in new, specific skills, and where appropriate, will have gained a formal qualification. Crucial skills will be embedded in the local community or key organisations to ensure the scheme outcomes are sustained after the HLF funding ends.

People will have learnt about heritage

Individuals will have developed their knowledge and understanding of the landscape's heritage, character and values because you have given them opportunities to experience the area's heritage in ways that meet their needs and interests. Local adults, children and young people who took part in the scheme, or people who are visiting your landscape or engaging with your heritage in other ways e.g. through digital technology, will be able to tell you what they have learnt about the landscape's 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 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, working on the landscape, being a member of the partnership board 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 the long-term management of the landscape; or influencing the success of your Landscape Partnership scheme and the way it is known, described and 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 on your landscape and, if possible, reduced them from a current or baseline position, in the key areas of: energy and water use; and visitor transport. At the end of your Landscape Partnership scheme 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 within the landscape area, 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 the landscape and this audience will be more diverse than before your Landscape Partnership scheme. 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 this landscape before. You will be able to show that these changes have come about as a direct result of your Landscape Partnership scheme, and particularly your audience development work and community consultation, by collecting and analysing information about the people who engage with the landscape – and those who don't and can't visit – before, during and after your scheme.

You will be able to show how more people, and different people, engage with and connect to the landscape's heritage as visitors, participants in activities, or volunteers, both during your scheme delivery 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 the area will be a distinctive place to live, work or visit. As a result of improving the built and natural heritage of the area, and the opportunities you have provided for local people to visit, use, get involved with, and enjoy the landscape's heritage, residents will report that they feel greater pride in the local area, the landscape has a stronger sense of identity and/or people have a greater sense of belonging. Community members will report a greater sense of shared understanding about their landscape and a better appreciation of the multitude of values people have for their landscape. They will demonstrate greater responsibility towards it, and understand the current and potential benefits of the landscape area for society. Visitors to your landscape will also tell you that the area has improved as a direct result of the Landscape Partnership and what they value about it.

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 scheme.

Second round

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

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

First round

Fill in as appropriate where data exists or can be reasonably gathered.

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 scheme staff, volunteers, interns, apprentices or 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 scheme or individual projects.

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 submission. 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 scheme. 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 either the lead partner organisation or to the partnership board to enable you to deliver your scheme and the individual projects more effectively.

- If you are moving an existing member of staff into a post created by this scheme, or extending the hours of an existing member of staff, tell us how they are qualified for the role created by the scheme.
- If you are moving an existing member of staff into a post created by this scheme, 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 scheme.
- Your key task during the development phase is the production of the Landscape Conservation Action Plan.
- 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 send us your second-round submission.

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 schemes will face risks to their development 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 scheme's proposals 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 scheme. Describe the reporting structure and how often partnership board meetings will take place.
- Explain the proposed role of the partners in terms of funding, decision making and management of the scheme. Tell us if you intend to expand or change the purpose of an existing partnership in order to deliver the Landscape Partnership.

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 scheme. 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 scheme, or extending the hours of an existing member of staff, tell us how they are qualified for the role created by the scheme.
- If you are moving an existing member of staff into a post created by this scheme, 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;
 - job descriptions for all new posts;
 - briefs for any consultants.

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 and the landscape.

Second round

Your LCAP will need to include a detailed scheme timetable for your delivery phase and detailed timetables for individual projects. The timetable should cover all parts of your scheme, such as choosing consultants, any further research or consultation that's necessary, scheme reviews, approvals, 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). 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 scheme may face so that you are in a good position to manage them. These risks could be:

- organisational – for example, a shortage of people with the skills you need or staff from partner organisations needed to work on individual projects;
- economic – for example, an unforeseen outbreak of disease such as foot and mouth or restrictions on animal, plant or timber movements;
- social – for example, negative responses to consultation, lack of interest in third party grants or unwillingness of landowners to engage with the scheme;
- management – for example, a significant change in the scheme team or partnership;
- legal – for example, changes in law that make the scheme or individual project impractical or delays with obtaining State Aid approvals;
- environmental – for example, a wet summer delaying groundworks or objections to an innovative or controversial conservation approach;

- technical – for example, discovering unexpected dry-rot in a building to be restored or high seasonal river levels preventing works to adjoining land; or
- financial – for example, a reduced contribution from another funding source.

The risks you identify will affect the amount you allocate to contingency in **Section seven: Project costs**.

Second round

Revise these risks to the overall scheme and individual projects in line with the development work you have done. Refer us to your LCAP to avoid repeating information twice

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 scheme until your second-round submission has been approved.

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 scheme, which you identified in **Section four: Project outcomes**.
- Tell us how you will manage and maintain any work you have done.

Second round

- Provide **detailed** information about how you will maintain outcomes of your scheme and individual projects, in line with any consultation or research that you did during your development phase.
- Tell us if and how your organisation or partnership will change during the project, and how this will enable you to sustain the benefits of our investment including any work on private land.
- Where your scheme involves capital work, refer to your LCAP.

When you are within one year of completing your scheme, you will need to submit a plan to HLF for approval showing us how you and your partners will manage and maintain the outcomes of the scheme beyond its completion. We refer to this as 'legacy planning'. We can support the costs of gaining external expert advice, such as legal fees, management consultants or fundraising expertise to develop a robust plan.

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.

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**.

Before we give you permission to start after a second-round decision, we will expect you to have collected baseline information (where you are now) about the outputs each project may have already achieved in development and is likely to achieve in delivery. You may include the costs of collecting baseline data in your development-grant budget. Collecting this evidence now will help you evaluate the change your scheme makes in your delivery phase and in the future.

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 and other Landscape Partnerships. Information about evaluation should also be included in your LCAP in each of the individual project plans. You can include the cost of evaluating your project in your delivery budget. You may find a mid-point evaluation review helpful, as well as a full end of scheme evaluation.

Section seven: Project costs

Here you should provide a summary of your whole scheme costs, using a single line per cost heading. As shown in Section nine, you will also need to provide a separate spreadsheet showing how these summary costs are broken down. For example, at first round you might have approximate costs for individual projects which could be included in this scheme.

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.
- Costs may move and change to a reasonable level between budget headings, as a result of the detailed planning completed during your development phase. If your overall grant request changes or you significantly change the overall scale or nature of projects, your second-round submission will need to return to our Board of Trustees for a decision.

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 and should be based on a clear written specification.

You can include the fees of external consultants, for example in supporting the development of your LCAP and designing scheme evaluation.

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 scheme. 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 scheme. 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 scheme. In this case we will fund the cost of their additional hours spent on the scheme 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 scheme, then we can either pay for the cost of this member of staff, or for the cost of backfilling their post.

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

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 scheme 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 scheme 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 or property you buy. This can include legal and other transfer costs. We will consider value for money, need and appropriateness for any purchase of land or property.

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, new wildlife habitat creation, new paths, new planting and new landscape features. We will consider value for money, need and appropriateness within the landscape when assessing any proposals for new works.

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 scheme. This could include a project manager, landscape architects, ecologists or a quantity surveyor.

7e. Delivery-phase activity costs.

First and second round

This includes everything you plan to do in your scheme 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 Landscape Partnership 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 scheme.

Equipment and materials

Examples may include historic costumes, tools, 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. We encourage you to hold an 'end of scheme' event or conference to celebrate your success and share learning with other schemes and stakeholders. You can include the cost of this here.

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 scheme. 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 scheme.

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

Evaluation costs should not equal more than 1% of your grant request if it is £2million or more, and not more than 3% of your grant request if it is less than £2million.

Other

Include any other costs. In your separate spreadsheet, please include a clear description. You can include a proportion of your overall budget here for a third party grant scheme for capital work or activities to take place on land or property that you or the partners do not own or control. Tell us what sum you think you will need. See **Appendix 4: Projects involving land, habitats and species** for more information.

You can include the costs of legacy planning here. These should not equal more than 1% of your grant request if it is £2million or more, and not more than 3% if your grant request is less than £2million.

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 scheme.

The calculation must be as realistic as possible and relate to your scheme 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 relevant 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 scheme. 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**.

We expect the HLF grant to be pooled in a common fund which will also contain all other partnership funding. We will need to see whether the amount of money that is available through the common fund will be sufficient to deliver your whole scheme.

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 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 send us your second-round submission. However, you must have your first year of partnership funding secured by the time you are ready to apply for permission to start your delivery phase, and a realistic plan for raising the remaining partnership funding.

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 the lead organisation's constitution, unless you are a public organisation.

If you have sent a copy of your constitution with a previous grant application (since April 2008) and no changes have been made to it, you do not need to send it again. Tell us the reference number of the previous application.
2. Copy of a draft partnership agreement or a letter of intent signed by the scheme partners, setting out how the scheme and common fund will be managed.
3. Copy of your organisation's audited accounts for the last financial year. This does not apply to public organisations.
4. Spreadsheet detailing the cost breakdown in **Section seven: Project costs**.
5. Calculation of Full Cost Recovery included in your development-phase costs (if applicable).
6. Briefs for development work for internally and externally commissioned work.
7. Job descriptions for new posts to be filled during the development phase.
8. A small selection of images that help illustrate your scheme. Please provide a selection of photographs and a location map showing the proposed boundaries of your LP scheme. 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 scheme to decision makers so please make sure they are of high quality. Please read about **images** in **Part three: Receiving a grant**.

Second round

1. A Landscape Conservation Action Plan (LCAP), which should include your Landscape Character Assessment as one of the appendices.
2. An updated and final copy of your partnership agreement (which may be different from the version initially submitted at first round), signed by everyone involved, setting out how the scheme and common fund will be managed.
3. Cash flow for the scheme, showing secured funding details for year one and projected for years 2-5.
4. Income and spending forecasts for five years following completion.
5. The scheme management structure.
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 individual projects involve work to land, buildings or heritage items.
11. A small selection of images that help illustrate your scheme. If your scheme 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 scheme to decision makers. Please read about **images** in **Part three: Receiving a grant**.
12. A map or maps that precisely define the boundary of the Landscape Partnership area and that show the location of all the projects, including a map at 1:50,000 scale. The map must be colour coded, with a key. Provide a CD-ROM with the digitised boundary using MAPinfo or ESRI formats. The projection must be British National Grid.
13. An evaluation reporting spreadsheet to our agreed format.

Appendices

Appendix 1: Digital outputs

We have specific requirements, which are set out in our terms of grant, for **'digital outputs'** produced as part of any HLF scheme or project. We are using the term 'digital output' to cover anything you create in your scheme 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/scheme, visitor information or events listings.

All digital outputs must be:

- **'usable'** for five years from the Landscape Partnership scheme 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 in your LCAP.
- 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 2: Buying land and buildings

Overview

We can fund individual projects within a scheme 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 to benefit the long-term management of the landscape and where possible provide public access. An example could be the purchase of a small piece of land to improve connections to reduce habitat fragmentation, or to join up one footpath to another.

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;
- 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 landscape 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 scheme 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 must ask for our permission. We may claim back our grant.

The information we need about the purchase

With your second-round submission, 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 3: 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 scheme, and tell us about what your scheme 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.

In keeping with an ecosystems approach the scheme could not only demonstrate that it will reduce negative environmental impacts of its activities, but also find ways of delivering positive environmental benefits. This may be done by compensating for impacts that cannot be avoided or mitigated.

Energy

- Design and construct a building which has no need of a heating system and which uses natural ventilation (new build only)
- Achievement of energy efficiency to at 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 fittings
- 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 and geodiversity 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 parking and other hard surfacing should be from natural or appropriate recycled materials, in keeping with the local environment and incorporating SUDS (for all projects where car parks are being built or repaired as part of the HLF-funded project)

Appendix 4: Projects involving land, habitats and species

Biological-recording projects

If your project contributes to UK, regional or local biodiversity action plan targets, you must report outputs through the Biological Action Reporting System (BARS). For further information see www.ukbap-reporting.org.uk

Any species observations must comply with the standards for data quality and accessibility as set out by the National Biodiversity Network (NBN) (www.nbn.org.uk/record-share-explore-data). These observations must be made available to the public using the NBN Gateway (data.nbn.org.uk). There are several ways of achieving this. The preferred route is through online recording using 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 Gateway. 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. Within a Landscape Partnership scheme work may be undertaken on land that is privately owned, via a third-party agreement, to benefit the long-term management of the landscape.

If private individuals or commercial 'for-profit' organisations are involved in an individual project, public benefit must outweigh any private gain.

There is a presumption that if an individual project on private land involves capital work, we will expect it to achieve a step change in terms of public access to the project area.

Where there are fragile habitats or sensitive species, we will accept the principle of 'zoned' levels of physical access within the project area.

Third-party agreements

A Landscape Partnership may make payments to private owners for activities that contribute to achieving outcomes for heritage, people or communities using a third-party agreement. 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 covering the entire UK can be sought from the State Aid Team at the Department for the Environment, Food and Rural Affairs (Defra).

The information we need about agricultural state aid

With your second-round submission, 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 scheme that isn't capital work as 'activities'. Often these will be activities to engage people with heritage.

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

Common fund: The value of the total financial contributions (cash and non-cash) available to deliver the Landscape Partnership scheme which is pooled together as a single fund.

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

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

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 submission.

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

Ecosystems approach: This is a way of thinking about the landscape of a whole ecosystem, along with the communities and built environment they create. The approach provides a way of valuing the benefits people gain from ecosystem services.

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.

Landscape: An area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors.

Landscape Conservation Action Plan (LCAP): The document you submit at the second round that pulls together all of the information that has been gathered during development, analyses what the needs are for the landscape and communities, and identifies appropriate projects that meet the nine Landscape Partnership programme outcomes. This plan also includes information about how this will be delivered, including staffing, timetables, costs and long term maintenance.

Landscape Character Assessment: This describes, in words and pictures, what makes an area a distinctive (different or special) part of our UK landscape heritage, what is valued and why.

Landscape Partnership scheme: The name given to the total overall programme of work and individual projects you propose within the Landscape Partnership area.

Landscape Partnership projects: Individual items of work and activities which can be separately costed, timetabled and implemented and which delivers measurable outputs. A number of Landscape Partnership projects grouped together make up the Landscape Partnership scheme.

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.

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 scheme 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 individual projects will produce, such as a book, a new exhibition, a workshop, or conservation work to a habitat.

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

Project enquiry form: This form allows you to tell us about your Landscape Partnership 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).

Scheme 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 normally last for at least 20 years from this date. Exceptions are listed in **Part three: Receiving a grant**.

Second-round submission: Your second-round submission is when you provide us with detailed information about your delivery phase. This 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 scheme. 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.