



Landscape Partnerships – Receiving a grant

**Mentoring and monitoring; Permission
to Start; and Grant payment**

December 2013

If you require a copy of this guidance in an alternative format (large print, Braille or audio version), or if your first language is not English, we can provide it in the appropriate format or language if you ask us. It is also available in Welsh.

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1 Introduction

This document will help you to request payment from HLF and report on the progress of your scheme. We are committed to being flexible in our approach, working responsively, proactively and collaboratively as circumstances require. Your case officer will remain your main contact throughout the delivery of your scheme.

You must comply with the HLF terms of grant and additional requests set out in your Grant Notification letter. You must also address any issues we identify in the course of monitoring, and follow the requirements specified in the Programme Application guidance, the *How to acknowledge your grant* guidance, *Photography of HLF-funded projects: A guide for grantees*, and any other material we refer to. All guidance is available on our website.

In certain circumstances we may choose to vary any of the procedures set out in this document.

This guidance applies to all Landscape Partnerships awards whether for development or delivery work.

1.1 Filling in forms

You will need to fill in a number of forms online as part of our monitoring process. We will ask you to send copies of documents as part of filling in one of the forms and you can attach files (of less than 5Mb in total) online at the end of the form.

The forms are:

- Permission to Start
- Progress Report
- Payment Request Forms (dependent on the size of your grant award)
- Completion and Final Payment Request

1.2 Before Starting

Before you can start your scheme and seek a grant payment, you will need to complete a 'Permission to start' form– further details below. We often arrange a start-up meeting with you to discuss delivering your scheme, at which we will agree a timetable for reporting progress and help plan your payments and predict cashflow as well as advise you on how to complete the Permission to Start form.

You should not start your scheme until you have received our approval through Permission to Start. If you do start before receiving our approval, this will be at your own risk. We will not make any grant payments to you until this form has been approved.

1.3 Reporting on progress

You will be expected to report progress on a regular basis to HLF which will be agreed with you before you start the scheme and as the scheme progresses. To do this you will need to complete a 'Progress Report' form online. As a minimum we would expect reports every 3

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months. We may choose to alter the frequency of reports depending on how well the scheme is progressing.

For **development grants** it is important to keep in touch with HLF as your scheme progresses and we will undertake a formal review at an appropriate point. For development grants with schemes involving capital works, the review is likely to be when your plans are in line with RIBA work stage 2 (or old RIBA work stage C) – see page 12 of the application guidance. The timing of the review will be discussed at the start up meeting. The review will look at progress across all areas of the scheme including development of the Landscape Conservation Action Plan and other necessary documentation (where relevant).

For **delivery grants** we will monitor the progress of your scheme against the Approved Purposes of the grant. It is important that you keep us informed of risks and issues arising so that we can respond and support you as appropriate. We may also decide to undertake a review of your scheme. This can happen at any stage depending on the nature and/or type of your scheme. To help us, you will need to provide all design drawings and documents that we ask for along with a progress report.

A review may involve a meeting with HLF staff, monitors and mentors as needed. The review will consider:

- cost and timetable;
- the effect any changes may have on the approved purposes; and
- whether the final scheme still represents value for money

1.4 Mentoring and monitoring

We have a range of consultants who we can use, depending on the project, to support you in delivery and help review risks.

Mentors act as scheme enablers sharing their expertise and knowledge of best practice to help you to deliver your scheme. If appointed, a Mentor will work with you on developing the whole scheme or specific aspects such as capital works, individual projects, environmental impact, business planning, interpretation, learning, audience developments or training. Mentors may be asked by HLF officers to provide expert advice but their focus will be on using their expertise to help you and your partnership in thinking about how to achieve the best outcomes for your scheme.

Additionally, we may appoint a **Monitor** to your scheme for a limited period of time to help us at different stages such as: reviewing your scheme when a problem arises; or in the initial stages to ensure the scheme starts on a sound footing; or at other critical stages as appropriate.

In exceptional cases we may use a monitor as well as a mentor. If we do, the scheme monitor will usually be your lead contact while they are appointed and will call progress meetings with you, your scheme manager and the main members of your partnership and may make site inspections and review any paperwork deemed necessary. They will report back to HLF officers.

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Our monitors and mentors are able to provide informal advice but cannot approve changes to the approved purposes of your grant. Any changes can only be agreed by HLF.

1.5 Seeking payment of your grant

The payment arrangements are based on the level of grant award you receive.

For awards of less than £100,000 (which are mainly development grants within the Landscape Partnerships programme) we pay in three instalments:

- We will give you 50% of the grant up-front (as soon as we have agreed your Permission to Start).
- Once you have spent the first instalment of your grant, we will give you the next 40%.
- We will pay the final 10% of your grant when you have finished your scheme.

We will ask to see evidence that you have spent your grant.

Please complete the form 'Payment Request - for Grant awards of less than £100,000' at the same time as your 'Permission to Start' form for your first grant payment. You will need to use the same form to claim the second payment. To claim the third and last payment of your grant you will need to fill in a 'Completion and Final Payment Request' form.

For awards of £100,000 or more you will be paid as the scheme progresses in accordance with the schedule agreed at Permission to Start. To claim a payment you must fill in a form 'Payment Request – for awards of £100,000 or more'.

We usually pay a proportion of the costs you have incurred based on your agreed costs. The payment percentage is based on cash contributions to your scheme so may differ from the award percentage. This is because when calculating your payment percentage we do not take into account volunteer and non-cash contributions to your scheme, although we want you to continue to report on these valuable contributions in your progress reports to us. We do this to help you manage the cash flow for your scheme. Below we explain the difference between payment percentage and award percentage.

Worked example:

At award

Total scheme cost £500,000 which includes £100,000 of volunteer labour and other non-cash donations. The grantee cash contribution is £200,000 and the HLF grant award is £200,000. The award percentage is therefore 40% (grant award divided by total scheme cost).

At payment

When it comes to payment HLF's grant award remains £200,000 and the grantee's cash contribution is still £200,000. However the agreed costs are £400,000 (discounting the volunteer labour and non-cash donations). The payment percentage is therefore 50% (grant award divided by agreed costs).

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We aim to release funds within 15 working days of receiving your request provided you have sent us the information that we ask for. Payment will be made to the account agreed with HLF at Permission to Start. We can only release funds against agreed costs that meet the approved purposes and will deliver the intended outcomes.

1.6 When your scheme finishes

We normally withhold 10% of the grant until the scheme is completed.

You must fill in a 'Completion and Final Payment Request' form to claim the final part of your grant. You must provide an evaluation report, acknowledgement of our funding and images as part of this final claim. We will not pay the final part of your grant until we are satisfied that all our requirements have been fulfilled.

The following information offers guidance for each of the forms you may need to complete.

2 Permission to Start

You will need to complete the form online with the following attachments:

- Proof of partnership funding
- Proof of ownership/leasehold requirements, if relevant
- 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

We will use the documents you supply with the Permission to Start form to help us monitor your scheme's progress and performance. We will normally pay only towards costs incurred after you have obtained our Permission to Start.

Once the form is completed print a hard copy of the form only, sign and date it, and then send it to your case officer for HLF approval. The person signing this declaration must have the authority to do so. By signing the declaration, you are confirming that your organisation understands and accepts the grant award along with all the associated requirements.

Once we have approved your request we will return a copy of the form to you. You can then start work on your scheme. You must get our approval in writing if you need to make changes to these documents.

If you have already sent us the above documents you will need to bring the information up to date and provide any other details we ask for.

2.1 Cost breakdown and cash flow

Provide an up-to-date breakdown of costs, which shows the cost of each of the main elements of your scheme. In your breakdown you must identify separately any amounts allowed for VAT

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and contingency. We will only pay for VAT that you cannot reclaim. The amount for VAT is fixed at the point of decision so we will not transfer costs to cover VAT increases, nor can we allow VAT savings to be used as contingency for other costs.

Provide a cash flow, which shows the planned timing of your income (including partnership funding) and expenses over the life of this phase of your scheme. You must show clearly the expected timing of grant payments. We pay the grant as needed in line with expenditure but remember that we normally retain 10% until your scheme is completed.

2.2 Partnership funding

Provide proof that all your partnership funding is in place for the development phase or year one of the delivery phase and confirm where it is from. If all your partnership funding is not in place then we may exceptionally consider accepting a realistic fund-raising plan instead. We will only do so if the scheme can be divided into separate phases and you can show that the fund-raising plan is achievable. You must raise your partnership funding in line with the agreed phases and get our permission each time you want to start a new phase.

You will need to state evidence of volunteer input and non-cash contributions for this scheme, as agreed at the time of the HLF award. We will continue to request this information as the scheme progresses.

2.3 Timetable or Programme

Provide a detailed timetable or work programme to complete the whole scheme before the grant expiry date shown in the grant notification letter. It should show a realistic timescale for achieving the approved purposes, including any additional conditions set out in the grant notification letter. It should clearly show all the main activities, resources, milestones and targets necessary to complete the scheme on time and how these will be measured.

2.4 Scheme management and procurement

Provide a description of how you will organise and manage your scheme. This should include:

- the names of the people who can sign documents for your organisation, including grant payment requests;
- a copy of the organisation chart for managing your scheme which clearly names the scheme manager or co-ordinator and other people or partner organisations who will be working on the scheme and sets out their roles and lines of communication;
- details of the responsibilities for decision making including change control and budget management;
- Briefs for commissioning services to be paid for through the grant and job descriptions for posts to be funded through the grant; and
- a statement of how you will choose and manage your goods, works and services contracts. It must also include details of how you intend to recruit any scheme staff.

You must advertise all new staff posts.

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2.5 Proof of ownership

If your scheme involves buying land or buildings, you must buy them freehold or with a lease with at least 99 years left to run.

If your scheme carries out work to land or property that you do not own, you are responsible for ensuring that the terms of grant are complied with through formal third party agreements. We expect you to ensure the management and maintenance of any capital works on privately owned land from the date of the works' completion until ten years after full scheme completion.

Heritage items

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

Digital outputs

If you create digital outputs we expect you either to own the copyright on all the digital material or to have a formal agreement with the copyright owner to use the material and to meet our requirements.

2.6 Statutory permissions and licences

Please state which permissions you require for your scheme to comply with statutory requirements.

Ideally you should get statutory approvals or permissions that you need for your scheme or relevant individual projects before work starts. There may be other licences involved which are not listed below but frequent examples include:

- planning permission
- listed building consent
- scheduled monument consent
- conservation area consent
- building regulations
- bat licence
- tree felling licence
- newt licence

However, we may agree a phased programme of works with you that allow you to start the overall scheme before all statutory approvals or permissions have been obtained. In these circumstances you will need to update HLF staff as you receive approval for new permissions and licences when you fill in your Progress Report Form.

2.7 Bank account details

We will pay your grant by bank transfer (BACS). We will not make payments into personal bank accounts and the grant can only be paid to the organisation named in the grant notification letter. We suggest that you set up a separate bank account for your scheme so that you and we can monitor the scheme's finances easily.

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We will need to see a copy of a recent bank statement (within the last three months), or a cheque or a paying-in slip for the relevant account, showing the bank's name and address.

2.8 Declaration

By submitting your application form online, you (and your partners, if any) confirmed that your organisation accepted our standard terms of grant available on our website for the Landscape Partnerships programme. We ask you to sign this Declaration with your Permission to Start for our records.

3 Updating us on your progress

You must report your progress in accordance with the schedule agreed at Permission to Start. Your progress report must be produced no later than three weeks after the period it covers.

You should tell us about your achievements and successes. We also want to know about any problems or issues that you face. If something significant occurs between scheduled progress reports which is likely to lead to changes in the costs, serious delays, or a failure to deliver the approved purposes and outcomes you agreed in the Permission to Start documentation you will need to let us know as soon as possible.

3.1 Approved Purposes Progress

This should be a summary of your progress against each of the approved purposes of your grant.

If the approved purposes set out in your grant notification letter or start-up discussions are likely to change, you will need to seek our written permission by sending your grants officer details of your reasons for the change and showing us how it will affect:

- the cost of your scheme;
- the quality of your scheme; and
- the time you need to finish your scheme.

Tell us about any changes or events which may prevent your scheme from achieving its predicted outcomes or affect its future viability. We may then re-assess the scheme, or take any other action we consider necessary. We may give permission for the change only if you agree to keep to extra terms and conditions.

Give details of how the work you have done so far will change the Approved Purposes you originally predicted. Tell us of any changes. For development projects this will include changes to the scope and costs of the proposed scheme in the delivery phase.

3.2 Additional grant conditions (if any)

If we have identified any additional grant conditions for your scheme, tell us about your progress towards meeting those specifically.

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3.3 Identifying, charting and managing risk.

Tell us about any difficulties you have and how you will overcome them. List the main risks your scheme is facing now. Initially you should refer to the list you provided in Question 5g of your application form. Over time these may change. We will follow up on any major difficulties the scheme is facing from one progress form to the next. Once a problem is resolved please tick the final column and explain how in the Actions section you have dealt with the issue.

3.4 Changes to your scheme timetable and programme

Explain any significant delays to your scheme's delivery. You will also need to tell us how you plan to make up the time so that the scheme finishes by the grant expiry date. HLF staff may agree changes to timetable and will amend the dates accordingly.

3.5 Statutory Permissions and Licences update

Provide a progress report or attach documents showing that you have received approval from the relevant authority.

3.6 Partnership funding update

If your funding was not secured when we gave permission to start, and we agreed a phased approach with you, give details of your progress towards securing all partnership funding. Explain any changes to your funding sources. You will need to keep your cash flow table up to date.

Please report all volunteer input and any other non-cash contributions.

3.7 Selecting consultants, contractors and suppliers

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.

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

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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.

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.

3.8 Staff

Professional fees

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

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.

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Recruitment

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

3.9 Changes to Agreed Costs

Complete this table if there are significant changes and you are wishing to seek agreement from HLF to change the approved purposes or consider revising the grant award or grant percentage.

3.10 Photographic and other records

The photographic record over the duration of your scheme should include at least five high-resolution digital images in electronic format showing different aspects of your scheme.

The pictures should show your scheme in action and its outcome. You should also provide a sample of photos that show your scheme before, during and after it is finished. Please also let us know if material from your scheme is available on the internet and where this can be found.

We may make use of your photographs in publicity material. Before you provide us with any images, you must ensure that the necessary consents are in place for that. See '*Photography of HLF-funded projects: A guide for grantees*' for more information.

Please also send us copies of any other records of events or activities that you have run.

3.11 Funding Acknowledgement

Please tell us the steps you have taken to acknowledge your grant in accordance with the '*How to acknowledge your grant*' guidance. (Confirm that you have put at least the minimum level of visible acknowledgement during the scheme works).

4 Grant Payments

You must keep proper up-to-date accounts and records. Please attach all relevant copies of accounts, bank statements or invoices, contract administrator's interim payment certificates or table of costs online, by attaching with the form. Please note all files sent to us through the portal should be freely reusable by HLF in accordance with your terms of grant. When saving digital copies of invoices to send to us, please keep the file size (MB) as small as possible, while still ensuring the image is clear.

For amounts of less than £500 (less than £250 for development grants of less than £100,000) you should submit a table of costs which specifies the date, amount and description of each item of expenditure, instead of the individual invoices. The total of your table should be shown as a single line on the summary of invoices. You must retain the original receipts or invoices in case we ask to see them.

Where we have agreed to pay a contribution towards the Management and Maintenance Plan during the delivery of your scheme you will need to supply a signed letter on appropriate letterhead quantifying the amount you have paid towards these costs.

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We pay our grant up to the point you reach 90% of your total grant. After that we will not make any further payment until your scheme is finished and you complete a Completion Form (see section 5).

All proof of costs must be dated after the grant award date and before the grant expiry date shown in the grant notification letter. If invoices include costs which are not part of the agreed costs, you will need to deduct the additional costs from the invoice when making your claim. We reserve the right to refuse payment of invoices which we consider do not form part of the original agreed scheme.

4.1 Payment Request for Grant Awards of £100,000 or more

To claim your grant you will need to complete the 'Payment Request Form for Grant Awards of £100,000 or more'. Enter invoices or other references as appropriate. You should request your grant payment as soon as possible after you have received invoices at intervals agreed during your start-up discussions. We will not make any payment until we are satisfied with your grant payment request and latest progress report.

The 90% grant payment limit and payment percentage are shown at the top of the form.

4.2 Payment Request for Grant Awards of less than £100,000

If your grant award is less than £100,000, we will pay in three instalments. To claim your first and second payment complete the 'Payment Request for Grant Awards of less than £100,000' form.

You will need to show us in the Completion Form how much you have actually paid against agreed costs. We will not make any further payments until we have received this proof.

5 Final grant payment

You will need to claim your final grant payment by filling in the 'Completion and Final Payment Request' form – this applies whether you are completing a delivery or development grant.

The form asks you to:

- describe how you achieved your approved purposes;
- describe issues or changes, and the impact on the timetable or costs;
- describe how you will meet the long term requirements;
- describe how you have and will conduct evaluation, including attaching a report;
- send in some scheme records, for example, digital images.

It also asks about how you met any additional grant conditions if this is relevant and includes a statement about agreed costs and the declaration needed as part of the payment request.

Request your final grant payment as soon as possible after:

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- your scheme is completed and you have achieved your approved purposes and complied with any grant conditions;
- you have acknowledged the grant in accordance with the 'How to acknowledge your grant' guidance; and
- you have a 'Practical Completion Certificate' (for a building project); and
- you are able to supply all the additional information we require including evaluation report, images and proof of acknowledgment of our funding.

Where we have agreed to pay a contribution towards the Management and Maintenance Plan you will need to supply a signed letter on appropriate letterhead confirming your commitment and quantifying the amount you agree on an annual basis for the duration of the agreed plan.

Please note that we will not make your final payment until we have received all the additional information including your evaluation reports.

Once you have made your final grant request, we will not accept any further requests for payments from you. You should therefore try to agree your final accounts with your contractors and suppliers before you apply for the final grant payment.

We will continue to keep in contact with you at intervals after the project is completed.

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Approved purposes – the purposes for which you have been offered a grant and how you plan to carry out those purposes as set out in your application and confirmed in our letter awarding you the grant and any additional information as set out in the Permission to Start and subsequent correspondence.

Approved costs - The costs we have agreed to contribute towards as set out in your grant award notification.

Award percentage –calculated by dividing the grant award value by total project cost which includes non-cash contributions and volunteer labour.

Payment percentage – the proportion we pay against invoices calculated by dividing the grant award by the agreed costs which excludes any volunteer labour or non-cash contributions.

Payment limit - We will normally pay no more than 90% of your grant until we are satisfied that:

- the scheme is finished;
- you have met all our standard terms of grant and any additional grant conditions;
- we have received an acceptable final grant payment request and completion and evaluation report;
- appropriate funding acknowledgement is in place.

Back-filled post - is a job that is vacated within your organisation when that person on a new role as part of your scheme or individual project and where the intention is for them to return to their original work once the project is finished.

VAT- Our grant percentage will include your VAT payments if these were included in the approved costs for your scheme.

You must do all that you can to:

- make your scheme VAT-efficient;
- make sure that VAT is applied only to relevant parts of your scheme and/or individual projects; and
- claim back any VAT which you can.

If your VAT payment decreases during the scheme, we will reduce our contribution to those costs and you will have to pay back any amounts of VAT you have managed to claim back. If your VAT payments increase we will not increase our grant payment. You must not transfer any VAT savings that you have made to any other budget heading.

Contingency allowances for unexpected expenses - Only use this allowance where unforeseen circumstances have affected the costs of individual elements of the approved purposes. You must get our permission for major spending of the contingency against any individual elements. We will reduce your grant by the proportion of the contingency that you did not need to spend.

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Increases or decreases in the approved cost – The costs of the scheme may increase or decrease. Where a scheme increases during the course of the scheme we will only consider increasing your grant in exceptional circumstances. In this case you will have to provide further information.

If the final cost of your scheme is lower than the agreed cost, we will reduce your grant in line with the agreed overall grant percentage.