



# Transition funding

Grants from £10,000 to £100,000

## Application guidance



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[www.hlf.org.uk](http://www.hlf.org.uk)

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# Part one: Introduction

## Welcome

Transition funding is available to organisations in the UK who want to achieve significant strategic change – through acquiring new skills or knowledge, or new models of governance, leadership, business and income – in order to become more resilient and sustain improved management of heritage for the long term.

You may be in transition legally or structurally – for example, local authority heritage services transferring to trust status - or facing strategic or financial challenges due to loss of regular or anticipated income streams.

To apply you must be a previous recipient of an HLF grant and be able to demonstrate a strong case for time-limited financial support that will result in a positive step-change for your organisation and the heritage you are responsible for. You may apply for support from an HLF mentor and our grant may also include an element of financial help for current activities while you go through the transition process and implement the changes needed.

In some circumstances we may want to engage closely with your organisation as you undertake these strategic changes. If this is the case we will discuss this with you first.

You can apply at any time for a grant of more than £10,000 and up to £100,000, and we will assess your application in eight weeks.

## About this guidance

This guidance will help you decide whether Transition funding is the right funding opportunity for you, as well as providing you with the information you'll need to plan an application.

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

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

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

The **appendix** provides a template for your project plan, 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 Transition funding application guidance before sending us your project enquiry.

## Who we fund

### Under this programme, we fund applications from:

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

If you are applying as a partnership, you will need to nominate a lead applicant. The lead applicant should provide a signed partnership agreement showing the involvement of each partner and how the project will be managed.

If private individuals or for-profit organisations are involved in a project, public benefit must outweigh private gain.

To receive Transition funding, you must be an organisation, or an active partner in a collaborating group of organisations, that HLF is currently funding or has funded in the past.

In assessing applications we will take into account the value already delivered by an HLF grant, the extent to which those achievements are now at risk, and the outcomes for heritage, people and communities that will be delivered with an additional injection of short-term financial support.

Please submit a project enquiry form to find out if you meet our requirements.

## What we fund

Through Transition funding we support activities that:

- are defined at the outset;
- have not yet started;
- will usually take no more than 18 months to complete (maximum two years);
- will contribute to achieving the outcomes we describe.

The assessment process is competitive and we cannot fund all of the good-quality applications that we receive.

We can support a wide range of activities – it is up to you to make a strong case for what your organisation needs and what difference you expect the Transition funding to make.

You will need to tell us what your current situation is and why you need the funding, broadly what you want to do, what options you have considered, and what longer-term outcomes you are aiming for.

If your organisation or heritage is based in Wales, or is designed to benefit people in Wales, we expect you to make appropriate use of the Welsh language when you deliver your activities.

**Examples of activities that we can support include (but are not limited to):**

- paying suitably qualified professionals to support you and your organisation in activities such as:
  - analysing your current situation and identifying strategic options for future;
  - considering and, if appropriate, implementing changes to your governance arrangements, for example updating your legal structure, setting up a trading arm, or exploring a merger with another organisation;
  - exploring and creating new partnerships where this will strengthen your resilience or result in efficiencies;
  - reviewing your current operations, business plan and cost base in order to identify more efficient ways of working and/or new sources of revenue;
  - reviewing communications and marketing activities and identifying options for improvements to how you engage with existing and potential customers, volunteers, donors and supporters, partners and other stakeholders;
  - identifying alternative sources of funding or ways to sustain your organisation;
  - carrying out research into your customers' or audiences' needs to make your services more effective or to back-up the case for new products or services;
- identifying skills and capacity available to your organisation through staff, Trustees and volunteers and making plans to fill gaps;
- mentoring of key personnel through processes of change to embed new business models, approaches or skills;
- supporting engagement of people throughout the organisation with any of these processes including Trustees, management, staff and volunteers;
- preparing fresh strategic and business plans and implementing key stages.
- providing short-term revenue support to sustain existing activities or services while you carry out any of these reviews or processes.
- paying for short-term additional staff posts to free up existing personnel to lead the transition process and carry out any of the activities above.
- developing and piloting a new service offer or ways of working.

You may have other ideas and we are open to applications including different types of activities provided that you can make a good case that they will meet the strategic needs of your organisation and the heritage you are responsible for, and will achieve the outcomes we are looking for.

## The difference we want to make

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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 projects have actually delivered.

Applications for Transition funding are expected to achieve all three of these outcomes.

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

### **Outcome for heritage:**

With our investment, heritage will be:

- better managed

### **Outcome for people:**

With our investment, people will have:

- developed skills

### **Outcome for communities:**

With our investment:

- your organisation will be more resilient

## Costs we can cover

### Direct project costs

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

Here are some examples of direct project costs:

- new staff posts to deliver the project;
- extra hours for existing staff to deliver the project;
- the cost of filling a post left empty by moving an existing member of staff into a post created for the project;
- training and development costs;
- professional fees;
- equipment and materials;
- evaluating your project.

Please read about our requirements for buying goods, works and services in **Part three: Receiving a grant**. Your Transition funding proposals are unlikely to include the costs of acquiring heritage items or sites, conservation or capital works, new building works or the production of digital outputs. If they do you should contact us for advice on additional requirements for these types of project.

### Support from a mentor

We can also pay for the cost of a mentor, to support you whilst you carry out your project. For more information, please read about mentors in **Part three: Receiving a grant**.

### Indirect project costs – Full Cost Recovery

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

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

Recognised guidance on calculating the Full Cost Recovery amount that applies to your project is available from organisations such as the Association of Chief Executives of Voluntary Organisations (ACEVO) ([www.acevo.org.uk](http://www.acevo.org.uk)) and Big Lottery Fund ([www.biglotteryfund.org.uk](http://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 Transition funding project you are asking us to fund, and we will assess whether this is fair and reasonable.

### Existing running costs

If you are not eligible to claim Full Cost Recovery, under Transition funding we can cover, for a time-limited period (of no longer than two years):

- some costs of existing staff time;
- some existing organisational costs.

These must be essential to sustaining your organisation during the transition period and should be proportionate to the other activities covered by the grant that are designed to deliver a strategic change. You will need to explain why they cannot be funded from other sources. Voluntary organisations should apply for a proportion of existing organisational costs or existing staff time using Full Cost Recovery (see above).

## Your contribution

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

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

## Other information about your application

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### 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.

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### 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.

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# Part two: Application process

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## Making an application

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When you send in your application online, we will let you know that we have received it. If we have any points of clarification, then we will contact you. Otherwise, you are unlikely to hear from us until we have made a decision.

We will assess your application in eight weeks. After this your application will be discussed at a monthly advisory meeting at your local HLF office. Following this meeting, a decision on your application will be made by the Head of your local HLF office. For further information about the decision-making timetable, please contact your local office.

## What we need to know about your project

When you apply, you will need to know enough detail about your Transition funding project to be able to provide us with realistic costs.

The list below gives you the level of information we need to be able to make a judgement about the outcomes that your project will achieve.

For example you will need to be able to tell us:

- The extent of specialist support for different areas of activity that you expect to commission (number of days, or length of a time-limited contract);
- If you are requesting an HLF mentor, the number of days' support you want to include in the grant and their day-rate;
- The full costs of salaries of any additional members of staff you are recruiting to enable existing staff to work on the Transition funding project (including recruitment costs);
- Your calculation of any core costs you are asking us to contribute to, based on audited accounts;
- Your plan for the Transition funding project in outline which will help you to detail the costs of any additional resources such as equipment, materials, venue hire, communications, publicity and evaluation in support of the transition process.

## How we assess applications

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

- What is the heritage focus of your Transition funding activities?
- What was the impact achieved with HLF's original grant?
- What is the need or opportunity that the Transition funding is responding to?
- Why does the transition project need to go ahead now and why is Lottery funding required?
- The extent to which the activity you undertake will achieve quality in the three outcomes for heritage, people and communities.
- Does your transition project offer value for money?
- Are your proposals well planned?
- Are your proposals financially realistic?
- Will the outcomes be sustained after this period of funding has ended?

# Part three: Receiving a grant

## Terms of grant

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

The terms of the grant will last for the duration of your project with the following exception:

- If your project involves any capital work, the terms of the grant will last from the start of the project until 5 years after project completion.

## Acknowledgement

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

## Images

If you are awarded a grant, you will also need to send us images of your project. These can be 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

We encourage you to consider commissioning support and guidance from a professional when you are carrying out your Transition funding project. You can either find someone appropriate through your own networks or advertisements, or we can provide a list of HLF-approved mentors.

You can include the cost of appointing a mentor in your request for a grant.

- If you wish to appoint an HLF-approved mentor, please contact development staff in your local HLF office to find out how much budget to include for this.
- If you wish to hire professionals yourself, then fees should be based on sector standards.

If you receive a grant, you will be responsible for managing your relationship with your mentor and ensuring that they are paid.

An HLF-approved mentor can support you through the process and give you advice on general issues relating to how you carry out the Transition funding project, such as ensuring there is good communication with stakeholders, choosing consultants and contractors or managing your budget.

The role of an HLF-approved mentor is to support your organisation as you develop your project – they will not manage your project for you.

## Permission to start

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

- your bank account details;
- proof of ownership/leasehold requirements, if relevant;
- details of statutory permissions required and obtained.

## Grant payment

We will pay your grant in three instalments.

1. We will give you 50% of the grant up-front.
2. Once you have spent the first instalment of your grant, we will give you the next 40%.
3. We will pay the final 10% of your grant when you have finished your project and sent us a final completion report.

We will ask to see evidence that you have spent your grant, in the form of receipts and invoices.

### Payment percentage

We can fund up to 100% of your total project costs. If you or another organisation is contributing cash to the project, then we will be granting you less than 100% of the project costs. We describe this percentage as the 'payment percentage.'

Here's an example, where the payment percentage is 90%.

Total project costs	£50,000
Your cash contribution	£5,000
Your HLF grant	£45,000
Payment percentage	90%

We will pay you the 'payment percentage' of the total amount you spend on the project.

- If you spend less on the project than you were expecting, then we will not pay you the full grant.
- If you spend more on the project than you were expecting, then we will be unable to give you more than the grant we awarded you.

Here's an example, where the total amount spent on the project was less than expected.

Total project costs in the application form	£50,000
Payment percentage	90%
Total amount spent on the project	£45,000
Total amount we pay	£40,500 (90% of £45,000)

## Buying goods, works and services

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

If you are unsure about your obligations, we advise you to take professional or legal advice. If you have already procured goods, works or services, you will need to tell us how you did it. We cannot pay your grant if you have not followed the correct procedure.

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

For all goods, works and services worth more than £50,000 (excluding VAT), you must provide proof of competitive tendering procedures. Your proof should be a report on the tenders you have received, together with your decision on which to accept. You must give full reasons if you do not select the lowest tender.

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

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

The applicable thresholds can be found on the Cabinet Office website. Thresholds are reviewed annually in January. If you are a

public body, different thresholds apply, and you will have to comply with those that are already relevant to you.

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

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

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

## Evaluation

You will be asked to write an evaluation of your project in your own format and attach it to your final completion report.

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

# Part four: Application form help notes

There is a word limit for your application of 6,000 words in total. There are also word limits to some of the answers you may give; these are shown on the online form.

The application form is generic and is used across a number of funding programmes. These help notes tell you what information we need to see under each question for a Transition funding application. Throughout the form we use the word 'project' to refer to all of the activities you want to carry out with Transition funding.

## Section one: Your organisation

### 1a. Address of your organisation.

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

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

Fill in as appropriate.

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

### 1c. Details of main contact person.

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

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

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

### 1e. The legal status of your organisation.

Fill in as appropriate.

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

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

Fill in as appropriate.

If you are applying as a partnership, there must be a lead applicant.

### 1g. Are you VAT-registered?

Fill in as appropriate.

## Section two: The heritage

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

- Provide a description of the heritage you are responsible for as it is today. If different types of heritage are involved, describe each of these. Give us factual information about the heritage asset, its size, when it dates from, the surviving features, its condition and why it is important to your local area.
- If your Transition funding project relates to heritage that is not physical (such as memories or cultural traditions), tell us about the subject and the time period it covers.
- Tell us if there is any official recognition of this heritage. For example, it may be a listed building (if so, give its grade) or a Site of Special Scientific Interest.
- Tell us who the heritage is important to. This could include the local community and/or experts.
- Describe what you did with your previous HLF grant(s) and what the impact has been.

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

Your Transition funding project is unlikely to include costs of work to physical heritage.

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

Your Transition funding project is unlikely to include an acquisition.

## Section three: Your project

### 3a. Project plan.

This is one of the most important parts of your application and we recommend that you use the template provided in **Appendix 1: Project plan template**.

A word version of this is available at [www.hlf.org.uk/transition](http://www.hlf.org.uk/transition)

Describe your transition funding activities as fully as you can. We recommend that your project plan is in chronological order. This is where you tell us about the things that your project will do and produce. Tell us what your project outputs will be, and include numbers where you can.

When filled in, the table should give you and your colleagues a realistic plan for carrying out your project. However, we understand that the plan is likely to change and improve as your project develops.

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

- Explain what issues or challenges your organisation faces that mean you need to consider making strategic changes.
- Tell us what specific gaps you have identified in your organisation's capability to address these challenges – for example, in achieving revenue, or in skills available to Trustees or management.
- Tell us what is likely to happen if you do not receive Transition funding. Why does this project need to go ahead now and why do you need Lottery money?

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

- Tell us about the options you have considered to deal with the problems or opportunities you told us about in 3b.

- Tell us about any consultation you have done – within your organisation and/ or with audiences, customers, partners or potential partners, donors and other stakeholders. How has this shaped your proposals for Transition funding?

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### 3d. What outcomes will your project achieve?

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

We expect Transition funding to achieve all three of the outcomes we describe here.

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

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

## Outcomes for heritage

### **As a result of HLF investment:**

#### **Heritage will be better managed**

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

## Outcomes for people:

### **As a result of HLF investment:**

#### **People will have developed skills**

Individuals involved with your organisation, such as Trustees, staff or volunteers, will have gained skills relevant to ensuring heritage is better looked after, managed, understood or shared (including, among others, strategic and business planning, fundraising, maintenance, and project management skills). As a result of taking part in a structured training activity – for example, an informal mentoring programme, on-the-job training or external short courses – the people involved will be able to demonstrate competence in new, specific skills, and where appropriate, will have gained a formal qualification.

## Outcomes for communities:

### **As a result of HLF investment:**

#### **Your organisation will be more resilient**

Your organisation will have greater capacity to withstand threats and to adapt to changing circumstances to give you a secure future. You will achieve this greater resilience through stronger governance and greater local involvement in your organisation; increased management and staff skills; fresh sources of expertise and advice; and working in partnership to share services, staff and resources. You might have new volunteers who increase your capacity and skills; or new sources of income through commercial activity, endowments or new fundraising programmes. You will be able to show that your organisation is stronger and in a better position for the future as a result of the changes you made as part of your project.

### **3e. What are the main groups of people that will benefit from your project?**

Tell us about who will benefit from your project, either because they will be directly involved or because they will be able to enjoy the improvements that come about as a result. These will be the people who will be able to engage with your heritage in future as a result of your Transition funding.

### **3f. How many people will be trained as part of your project, if applicable?**

Provide an estimate for the number of project staff, volunteers, people on work experience, apprentices and others you will train.

### **3g. How many volunteers do you expect will contribute personally to your project?**

Estimate how many volunteers will give their time to lead, manage and carry out your project.

### **3h. How many full-time equivalent posts will you create to deliver your project?**

Provide an estimate; only include new posts that will be directly involved in delivering the project or that are created as a result of the project (for example, someone to undertake ongoing duties to release a member of staff to lead or manage the Transition funding project).

## Section four: Managing your project

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### 4a. How will your project be managed?

- Tell us about the skills and experience of your transition funding team, including the person who will take overall responsibility.
  - If you are recruiting someone to help manage your project, attach a job description.
  - If you are moving an existing member of staff into a post created by this project, or extending the hours of an existing member of staff, tell us how they are qualified for the role created by the project.
  - If you are moving an existing member of staff into a post created by this project, tell us how you will manage the work they are currently doing, or if this is coming to an end.
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### 4b. Tell us about any outside advice you have received or will receive to help you manage your project.

You might already have taken financial, legal or strategic advice – if so tell us who this was from, and how it has influenced your proposals for Transition funding.

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### 4c. When do you expect your project to start and finish?

Fill in the boxes.

You will not be able to start your project until we have given permission.

### 4d. How will you evaluate the success of your project?

Tell us about how you plan to evaluate your Transition funding project and who will take overall responsibility for this. You can find out more about evaluation on our website.

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### 4e. Tell us what will happen to the things that your project has produced after the funding ends.

If you will produce strategies or plans of wider relevance than to your own organisation, tell us how you will share those. Tell us what will happen to any other products of your Transition funding.

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### 4f. If your project involves conservation of an item, land or property, tell us how you will maintain it so that people can continue to experience and enjoy it after the funding ends.

It is unlikely that your Transition funding project will involve conservation. However, tell us here how the changes you expect to make as a result of this funding will help you meet future management and maintenance responsibilities.

## Section five: Project costs

### 5a. Tell us how much it will cost to deliver your project.

Please read about our requirements for buying goods, works and services in

#### **Part three: Receiving a grant.**

- The form will give you 20 words to describe each item.
- Each item should have a separate line.
- You can add extra lines.

You should ask HM Revenue & Customs ([www.hmrc.gov.uk](http://www.hmrc.gov.uk)) to check how much value added tax (VAT) you will be able to claim back. If you underestimate costs for VAT, you will have to pay the extra costs.

The following notes explain more about the information we are asking for in the cost table.

Please note that your grant request will be rounded down to the nearest £100. Your total project costs must match your project income.

#### **New staff**

When you recruit new staff, the positions must be open to everyone. The salaries should be equal or similar to the same kind of posts elsewhere.

- Under Transition funding we can exceptionally contribute to existing staff costs for a fixed period of time provided you can demonstrate a clear need. You will need to state which staff posts are existing and which are new. If you are a voluntary or community organisation do not include these costs here - you should include these as part of your Full Cost Recovery calculation and cost line.
- We can contribute towards the costs of extra hours for existing part-time staff.
- You can move existing members of staff into a position that you have created, for example to take responsibility for leading and managing the transition process. You must justify in your application that these members of staff are the most suitable people for the posts.

#### **Professional fees**

Any person who is appointed to work on your project for a fixed fee. Fees should be in line with professional guidelines.

#### **Recruitment**

This can include advertising and travel expenses. In the 'Description' column, tell us briefly how you will recruit staff (for example, an advertisement in your local newspaper or a specialist journal).

#### **HLF-approved mentor**

If you think that you may need support and guidance from an HLF-approved mentor to help you develop and carry out your project, include the cost of this here. Read about mentors in **Part three: Receiving a grant.**

#### **Purchase price of heritage items**

Your Transition funding project is unlikely to include buying a heritage item.

#### **Repair and conservation work**

Your Transition funding project is unlikely to include costs of work to repair, restore or conserve a heritage item, building or site.

#### **New build work**

Your Transition funding project is unlikely to include new building work.

#### **Digital outputs**

Your Transition funding project is unlikely to include 'digital outputs'.

#### **Equipment and materials**

This might include - for example - the cost of producing materials to support consultation, or the purchase of new software to support marketing or fundraising.

### **Training for staff and training for volunteers**

Include the costs of any training undertaken as a part of the Transition funding project, including for example bringing in specialists to carry out training, or the costs of training courses attended by staff, Trustees or volunteers.

### **Travel for staff and travel for volunteers**

For example, to help staff and volunteers travel to sites. Travel costs by car should be based on 45p a mile.

### **Expenses for volunteers**

You can include the costs of expenses for volunteers to make sure they are not out of pocket.

### **Cost of producing learning materials**

Your Transition funding project is unlikely to produce educational resources, publications or leaflets.

### **Other**

Give a clear description of all other costs.

### **Publicity and promotion**

You can include the costs of promotional materials that relate directly to your Transition funding project, including the early stages of implementing any new brand or marketing strategies for your organisation. You must make sure that you acknowledge the support of the Heritage Lottery Fund as set out in *How to acknowledge your grant*.

### **Evaluation**

All projects must be evaluated. Depending on the scale of the project and how complicated it is, you may want to employ somebody to help evaluate your project and assess whether you are successfully achieving the outcomes you set out in your application. We can contribute between 1% and 3% of your grant amount towards evaluation.

### **Full Cost Recovery**

Read about Full Cost Recovery in **Part one: Introduction**.

### **Contingency**

A contingency is only used to pay for unexpected events. The total contingency figure should not normally be more than 10% of the total costs of the project. You will need to request permission from us before spending your contingency.

### **Inflation**

You should only include inflation if your project will last for more than one year. It is only used to pay for costs that have increased over the time of the project.

### **Total**

The online form will generate your total project costs.

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## **5b. Project income**

### **Cash**

If you can provide a cash contribution, however small, please do so.

- List all the cash contributions, including those you have received from outside sources and say if they are secure (in other words, are guaranteed to be paid). If they are not secure, say when you will hear a decision.
- We accept cash funding from any public, charitable or private source.

### **HLF grant request**

Your request for a grant should be between £10,000 and £100,000, and should be rounded down to the nearest £100.

### **Total**

The online form will generate a summary of your total project income.

## 5c. Financial summary

The form will generate a summary of your total project costs and your own contribution.

## 5d. Are there any in-kind contributions or volunteer time to help carry out the project?

We encourage and welcome in-kind contributions and volunteer time, whether or not you are able to offer a cash contribution. This helps to show your commitment to your project.

- In-kind contributions can be things you need for your project that you do not have to pay for – for example, the use of a room in a local business for regular meetings or materials being donated by a local building firm.
- We also welcome time volunteers give to your project without being paid for their work. By this, we mean the time people are contributing to the project rather than taking part in it. You should use the following rates to work out the financial value of the time volunteers contribute
  - Professional labour (for example – accountancy or teaching) – £350 a day
  - Skilled labour (for example – administrative work, carpentry or leading a guided walk) – £150 a day
  - Unskilled labour (for example, clearing a site or working as a steward at an event) – £50 a day

We need to see a financial value for each of these contributions to help us assess the amount and range of support for your project. We can provide a worked example of this table if you need one.

## Section six: 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 seven: Supporting documents

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

- There may be some documents listed on the online form which are not relevant to this grants programme. Mark these as 'not applicable'.
  - There may be some documents which are listed here, but are not listed on the online form. Please submit these as 'additional documents'.
  - If you attach more than 10 documents, or if the total size of the attachments exceeds 20 megabytes, you will not be able to save or submit your form. If you have more documents or very large documents, please email them to your local HLF office.
1. Copy of your organisation's governing document, unless you are a public organisation, a private individual or a for-profit organisation.  
  
If you have sent a copy of your governing document 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. Copies of your agreements with project partners, if applicable, signed by everyone involved, setting out how the project will be managed.
  3. Copy of your organisation's accounts for the last financial year. This does not apply to public organisations.
  4. Project Plan (essential for all applications).
  5. Calculation of Full Cost Recovery (if applicable).
  6. Briefs for internally and externally commissioned work.
  7. Job descriptions for new posts.
  8. A small selection of images that help illustrate your project. If your project involves physical heritage, please provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format (either as an attachment or on disk).
  9. Letters of support (no more than six), from other current funders for example.

# Appendices

## Appendix 1: Project plan template

When?	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?
Give us the dates you expect the activity to start and end. Please list your activities in chronological order.	List the individual activities you will do to achieve your project outcomes. Use target numbers where possible.	Tell us where the activity will take place.	Tell us who will be responsible for managing the activity (for example, consultant, Chief Executive, Board of Trustees, Project Manager or a named partner organisation).	Where relevant, tell us who the activity is aimed at (for example, particular groups of staff or volunteers, or the organisation's Trustees).	Explain in detail what you will achieve by doing the activity.
1. mm/yy					
2.					
3.					
4.					
5.					

# Glossary

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

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

**Lead applicant:** If you are applying as a partnership, you will need to nominate a lead applicant who will submit the application on behalf of other organisations in the partnership. If the application is successful, the lead applicant will 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 project will achieve and the change – for heritage, people or communities – that will be brought about by our investment. For more information on outcomes, read about **the difference we want to make** in [Part one: Introduction](#).

**Output:** Outputs are the things that your project will produce, such as new strategic or business plan.

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

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

**Volunteer time:** Volunteer time can be included in your partnership funding. This is the time that volunteers give to leading, managing and delivering your project. You should not include costs for the time of people who will take part in your activities, for example, as consultees.