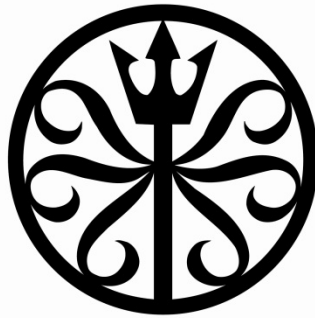


**NATIONAL  
HERITAGE  
MEMORIAL  
FUND**



**2014-15 Business Plan**

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## **1. INTRODUCTION**

1.1 This Plan focuses on our use of resources in 2014-15 to achieve the aims set out in the Heritage Lottery Fund's Strategic Framework 2013-18. This Plan covers the second year of our Strategic Framework.

1.2 The Plan covers both the Heritage Lottery Fund (HLF) and the National Heritage Memorial Fund (NHMF).

## **2. AIMS, VALUES AND CORPORATE PRIORITIES**

### **Aims**

2.1 NHMF was established by Parliament in 1980. In 1993, NHMF was appointed as the distributor of the share of the Lottery proceeds devoted to the heritage. This Plan sets out the way in which we will use Government grant in aid and National Lottery resources to meet the aims of the two Funds, which are set out below.

### **National Heritage Memorial Fund**

2.2 As a memorial to those who have died for the United Kingdom, the National Heritage Memorial Fund defends the most outstanding parts of our national heritage which are at risk.

### **Heritage Lottery Fund**

2.3 Using money raised through the National Lottery, the Heritage Lottery Fund gives grants to sustain and transform our heritage through projects which make a lasting difference for heritage and people. We receive 20% of the funds raised for good causes by the National Lottery.

2.4 HLF is a leading advocate for the value of heritage to modern life; working with partners, we speak up for and demonstrate the value of heritage to modern life.

### **Our organisation**

2.5 We have four departments: Communications, Finance & Corporate Services, Operations and Strategy and Business Development. Scotland, Wales, Northern Ireland and each English region has a dedicated local team within Operations providing advice and support to applicants, assessment and monitoring services and local accountability.

### **Values**

2.6 As an organisation we strive to achieve economy, efficiency and effectiveness in all that we do. In addition clarity, prioritisation, judgement, responsible authority and accountability are core principles for us as an organisation. They inform our approach to funding, and how we work with customers and colleagues. We aim to be recognisable wherever we work through consistent practice and presentation while retaining the flexibility to respond to differences and needs through our local teams across the UK.

### **Key Challenges**

2.7 Set out below are the key challenges that we face in 2014-15. All are externally driven, and all require us to focus our organisational skills, knowledge and resources to deliver the best possible outcomes for heritage, people and communities.

- Handling very high demand for funding and potential fluctuations in Lottery income.
- Responding to the impact of the financial crisis and in particular continuing reductions in public expenditure and other sources of funding which may
  - threaten the delivery of heritage projects;
  - put at risk heritage projects completed in earlier years;

- lead to the loss of skills, expertise and leadership resulting in risks to the heritage;
- lead to increased sectoral, media and opinion-former scrutiny of our funding decisions.
- Managing increased political interest in the impact of our decisions.
- Responding to the pace of change in communications and other technology.
- Managing the increasing and changing workload while having to meet caps on Lottery processing and total operating costs.

### **Corporate Priorities**

2.8 Subject to refinement in the light of experience our corporate priorities are to:

1. Deliver our HLF grant programmes in accordance with the Strategic Framework 2013-18 and our NHMF grants in line with the NHMF Funding Agreement with DCMS; respond quickly and effectively to changing demands from applicants, potential applicants and grantees; ensure open access to our funding; and be ready to rapidly advise and help those projects and potential projects facing difficulty.
2. Monitor and evaluate our past investment and current Strategic Framework in order to enable us to understand the outcomes achieved for heritage and people; to make improvements to delivery; to protect our investment and share the learning.
3. Make a compelling case, underpinned by evidence, for the value and impact of heritage and the vital role of lottery funding.
4. Continue to operate within the 5% and 8% caps on Lottery processing and total operating costs.
5. Promote and share good practice through an improved website and the creation of on-line communities where grantees and stakeholders can share information and experience.
6. Increase diversity in grant giving, governance and the workforce.
7. Ensure smooth transitions in governance.
8. Deliver a collaborative culture throughout the organisation, which values the contribution of all staff.

### 3. RESOURCE ALLOCATION

3.1 This section describes the resources likely to be available to us in 2014-15 to award to heritage projects and the way in which we propose to allocate them:

- across the United Kingdom; and
- between major, large and smaller grants.

#### **National Heritage Memorial Fund**

3.2 In the 2010 Comprehensive Spending Review the Government announced that the grant in aid to NHMF would be £20m over the four years 2011-15.

3.3 The demand for our help to defend the most outstanding parts of our national heritage at risk remains high. We will be ready to commit around £5m to new awards in 2014-15.

#### **Heritage Lottery Fund**

3.4 Capital projects, particularly larger ones, draw down funds over a considerable period. When we agree to support a project we are committing ourselves to expenditure spread over many years to come. Because of this long lead time to the draw down of our funds, and the flow of cash from the National Lottery Distribution Fund (NLDF), we have committed substantially more to new grants than we have received in income. We have been able to commit income that we have not yet received because the heritage has a guarantee of Lottery funding.

3.5 Our income has unexpectedly increased in recent years. That means that in the short term the balance HLF holds in the NLDF will rise: as the NAO said in its report of 2004, it is inevitable that there will be a time lag between the receipt of more income than expected and the draw down of funds by projects to which we make awards. Committing more to new projects than we receive in income is the proven way to reduce the balance in the NLDF or, in the present circumstances, to limit the increase in the NLDF balance that will inevitably be caused by the unexpected increase in our income.

3.6 By the end of this plan we expect to have committed to heritage projects £917m more than we have available in the National Lottery Distribution Fund (NLDF). By then our balance in the NLDF should be around £532m.

3.7 We will review regularly the amount available for new commitments in the light of actual income and spending patterns, making any necessary changes in Business Plans for future years.

3.8 The Department for Culture, Media and Sport project that our share of Lottery ticket sales and investment income will be:

£m	2014-15	2015-16	2016-17	2017-18
Income	£364	£365	£368	£368

3.9 In 2014-15 we will be ready to commit around £375m to new heritage projects.

## National and regional budgets

### Grants over £2,000,000 determined on a UK-wide basis

3.10 Of the total commitment of around £375m in 2014-15, £202m will go to grants of £2m and over.

### Grants under £2,000,000 delegated to the English Regions, Northern Ireland, Scotland and Wales

3.11 The allocations to the English Regions, Northern Ireland, Scotland and Wales are set out below. The allocations exclude Parks for People and Townscape Heritage, which are UK-wide programmes.

£000	Heritage Grants	GPOW	Our Heritage	Young Roots	Sharing Heritage	WW1
Scotland	7,710	2,603	2,011	335	251	84
Wales	4,461	1,506	1,164	194	145	48
Northern Ireland	2,637	890	688	115	86	29
England	21,137	25,000	20,137	3,356	2,517	839
East Midlands	6,600		1,722	287	215	72
East of England	8,514		2,221	370	278	93
London	11,902		3,105	517	388	129
North East	3,781		986	164	123	41
North West	10,268		2,679	446	335	112
South East	12,573		3,280	547	410	137
South West	7,701		2,009	335	251	84
West Midlands	8,157		2,128	335	266	89
Yorkshire & the Humber	7,694		2,007	335	251	84
	£94.000	£30.000	£22.000	£4.000	£3.000	£1.000

## Programme Allocations

3.12 The grant programmes listed below form HLF's portfolio for 2014-15. We offer a combination of open grant programmes, through which we expect to make the majority of our awards, and targeted programmes and special initiatives.

## Open Programmes

### General

3.13 Under our open programmes below we expect to receive applications relating to:

- archaeological sites;
- collections of objects, books or documents in museums, libraries or archives;

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

3.14 We describe the difference we want to make to heritage, people and communities through a set of outcomes drawn directly from our research into what HLF-projects have actually achieved. These are:

#### **Outcomes for heritage:**

With our investment, heritage will be:

- better managed
- in better condition
- better interpreted and explained
- identified/recorded

#### **Outcomes for people:**

With our investment, people will have:

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

#### **Outcomes for communities:**

With our investment:

- 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
- your local economy will be boosted
- your organisation will be more resilient

#### **Heritage Grants**

3.15 The Heritage Grants Programme offers grants over £100,000 for projects that make a lasting difference for heritage, people and communities in the UK. It caters for all types of heritage and a wide range of projects, including the very largest and most complex.



3.16 To receive a grant, projects requesting less than £2million must achieve at least one outcome for each of heritage, people and communities; projects requesting £2million or more should achieve more than one outcome for each.

3.17 We expect to make Heritage Grants totalling around £255m in 2014-15, including £25m for Heritage Enterprise and £5m for Collecting Cultures – see 3.24-3.25 and 3.40–3.41 below.

### **Our Heritage**

3.18 Our Heritage offers grants from £10,000 to £100,000 for all types of heritage projects, including small and medium-sized capital projects (for example, smaller parks and green spaces, community buildings, museum collections and archives), as well as activity projects exploring language, cultures and memories. To receive a grant, projects will need to achieve at least one outcome for heritage and one outcome for people – see paragraph 3.14 above.

3.19 We expect to make Our Heritage grants totalling £24m in 2014-15, including Transition Funding (see 3.36-3.37 below).

### **Sharing Heritage**

3.20 In 2013 we introduced the Sharing Heritage programme for the smallest grants of £3,000 to £10,000. This grants programme is for any not-for-profit group wanting to explore, share and celebrate their community's heritage. Activities we can support include events, exhibitions, festivals and celebrations, or producing local history publications, conservation of individual heritage items, acquisitions, volunteer training and support. To receive a grant, projects will need to achieve at least one outcome for people – see paragraph 3.14 above.

3.21 We expect to make Sharing Heritage grants totalling £3m in 2014-15, including Start-up Grants (see 3.38-3.39 below).

## **4. TARGETED INITIATIVES**

### **Grants for Places of Worship**

3.22 The Grants for Places of Worship programme offers grants of £10,000 to £250,000 for urgent structural repairs, new facilities and activities to encourage greater community use and get more people involved with these buildings. Whilst the programme is now fully administered by HLF, English Heritage continues to provide technical advice on projects in England, and Historic Scotland partner with us in grant-making in Scotland.

3.23 We expect to make Grants for Places of Worship across the UK totalling around £30m in 2014-15.

### **Heritage Enterprise**

3.24 The Heritage Enterprise programme offers grants of between £100,000 and £5,000,000 for the conservation and adaptation of historic buildings for an end-use that actively contributes to sustainable development. The programme will enable us to support projects that seek to bring back historic buildings into active commercial use, helping to improve the local built environment whilst at the same time stimulating economic growth in under-performing areas across the UK.

3.25 We expect to make Heritage Enterprise grants totalling £25m in 2014-15, which is included in the Heritage Grants budget (see paragraph 3.17).

### **Parks for People**

3.26 Parks for People offers grants between £100,000 and £5,000,000 and supports projects that restore and transform historic public parks and cemeteries across the UK. The programme supports projects that make a real difference by caring for the heritage that makes parks and cemeteries special, improving people's wellbeing and knowledge of their area, and making communities better places to live, work and visit.

3.27 We expect to make Parks for People grants totalling around £24m in 2014-15. The Big Lottery Fund has also committed £10m for Parks for People projects in England during 2014-15.

### **Landscape Partnerships**

3.28 This programme offers grants between £100,000 and £3,000,000 and is for schemes led by partnerships of local, regional and national interests that conserve distinctive landscapes throughout the UK and bring to light the heritage of local communities. Landscape Partnerships put heritage conservation at the heart of rural regeneration making a real difference to landscapes and communities, by protecting habitats at landscape-scale, promoting joined-up management, breathing life into long-lost skills, and much more. The programme aligns with the UK's commitment to the European Landscape Convention.

3.29 We expect to make Landscape Partnerships grants totalling £20m in 2014-15.

### **Townscape Heritage**

3.30 The Townscape Heritage programme offers grants between £100,000 and £2,000,000 for projects that regenerate historic areas across the UK requiring investment. Townscape Heritage schemes put historic environment conservation at the heart of regeneration. Local, regional and national organisations work together to make a real difference to deprived towns and cities and their communities, by repairing and bringing buildings back to life, improving urban spaces, encouraging new investment and providing skills training.

3.31 We expect to make Townscape Heritage grants totalling £14m in 2014-15.

### **Young Roots**

3.32 The Young Roots grant programme is for young people aged 11–25 years old who want to explore their heritage and develop skills. Grants of between £3,000 and £50,000 are available for partnerships of heritage and youth organisations to help young people shape and deliver their own projects.

3.33 We expect to make Young Roots grants totalling £4m in 2014-15.

### **First World War: then and now**

3.34 This programme offers grants between £3,000 and £10,000 for community projects which explore, learn about and share the heritage of the First World War. The programme aims to leave a legacy of First World War community heritage to mark the Centenary.

3.35 We expect to make First World War: then and now grants totalling £1million in 2014-2015. This is in addition to the First World War projects we are likely to support through our other grant programmes.

### **Transition Funding**

3.36 Transition Funding offers grants from £10,000 to £100,000 to organisations across 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. Applicants 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 their organisation and the heritage they are responsible for.

3.37 Transition Funding awards in 2014-2015 will be made from the £24m allocated for open programme grants from £10,000 to £100,000.

### **Start-up Grants**

3.38 Start-up Grants of £3000 to £10,000 are for anyone thinking about creating a new organisation to look after or engage people with heritage, or for existing groups taking on new responsibilities for heritage.

3.39 Start-up Grants in 2014-2015 will be made from the £3m allocated for open programme grants of £3000 to £10,000.

### **Special initiatives**

#### Collecting Cultures

3.40 Collecting Cultures offers grants of £50,000 to £500,000 to support museums, libraries and archives to develop their collections through strategic acquisitions and related research and public programmes. The deadline for applications is 2 May 2014. This special initiative will also enhance the

professional knowledge and skills of staff working in museums, libraries and archives and use strategic collecting programmes to increase the organisational resilience of grantees.

3.41 Collecting Cultures grants in 2014-2015 will be made from the £255m allocated for open programme grants of over £100,000.

## **5. SERVICE DELIVERY**

4 This section sets out the resources we expect to use in delivering our objectives and programmes in the period of the plan focussing on operational delivery of grant programmes.

### **Assessment workload**

4.1 In 2013-14 we received an average of 315 applications each month, an increase of 7% over the previous year: at the same time, the amount requested increased by 34%, reflecting the growing reliance on Lottery funding, as funding from other sources has been reduced. Our Development Teams continue to help organisations to make applications in those parts of the UK and in those communities that have received little funding from us. We are keeping to a minimum the amount of investment applicants need to make before knowing whether they have a good chance of success, and our processes remain flexible to reflect the difficult public expenditure situation.

### **Monitoring projects in progress**

4.2 In addition to assessing new applications a large proportion of staff time is spent on monitoring around 4,600 projects that are underway but have not yet been completed. We ensure that public funds are being spent in the way we expected and ensure that projects deliver the outcomes which grantees have set out to achieve.

### **Contract compliance and evaluation**

4.3 We also monitor what is happening after a project has been completed to ensure that the contractual terms of our grant are being met and the benefits are maintained. And we continue to systematically evaluate the impact of our support and the outcomes that projects have achieved for heritage, people and communities. Samples of projects funded through the programmes we directly manage are evaluated against these. Key findings are fed back to inform future decision making and best practice. We commission evaluation of targeted programmes in order to assess the impact and benefits of our funding and to inform policy and improve the decision making processes. This is a task which is growing in significance as the number of completed projects increases every year.

### **Organisational Learning and Development**

4.4 As an accredited Investor in People we recognise that effective training and the continuous development of our staff are integral to achieving the priorities of NHMF. We build into our annual planning cycle a corporate requirement that training needs are identified and pursued. This leads to the central planning and provision of a range of development activities, whilst each department/team also identifies development activity as part of its own annual operating plan. Managers are required to review and evaluate the benefits of development activity at team and department level, and provide feedback on costs and effectiveness to senior management.

4.5 For 2014-15, our learning and development strategies will address the corporate priorities set out in section 2.8 above, by supporting staff in the following critical areas of performance:

- enhancing our communications with applicants, grantees and other stakeholders;
- maintaining/improving customer service and satisfaction;
- building up and applying relevant skills, knowledge and expertise; and
- operating to high standards of public administration and accountability.

4.6 All learning and development activity will be assessable against at least one of the above critical measures.

### Information Technology

4.7 Having improved efficiency and the flexibility of our platform in 2013 by rolling out Windows 7, Office 2010 and SharePoint 2010 we will also be launching a refresh of the Heritage Lottery Fund website in 2014-15.

### Risk Management

4.8 The Fund's well established risk management strategy is designed to make more explicit the need for managers to consider risk (including the risk of failing to make the most of opportunities) as part of their daily managerial responsibilities. We will continue to build upon our experience in order to better understand and manage the risks the organisation faces. The 2014 Risk Register can be found as annex 2.

### Staffing

4.9 The allocation of permanent staff (full time equivalent) by department is set out below.

Operations	Finance & Corporate Services	Strategy & Business Development	Communications
170.7	34.4	25.9	19.4

### Administrative expenditure

4.10 NHMF keeps its running costs under constant pressure and has implemented a successful efficiency programme which has delivered a real terms reduction in its running costs of 30.1 per cent since 2003-04.

4.11 The Secretary of State has set a target that total Lottery operating costs may not exceed 8% of expected Lottery income (see 3.5 above). The financial resources required by NHMF to meet its priorities in 2014-15 are set out below and are well within the target.

Operating costs	Budget 2013-14 £000	Budget 2014-15 £000
Employment	10,624	10,970
Accommodation	1,806	1,688
Travel & subsistence	436	476
General expenses	2,954	3,230
Depreciation	349	435
Office equipment	235	270
Professional fees	3,279	3,567
<b>Total operating costs</b>	<b>19,683</b>	<b>20,636</b>
<b>Net Lottery operating costs*</b>	<b>19,544</b>	<b>20,311</b>
<b>% of expected income</b>	<b>5.5%</b>	<b>5.6%</b>

\* ie excluding Exchequer funded activities

4.12 The Secretary of State has also set a target to reduce Lottery processing costs to no more than 5% of expected Lottery income. A definition of processing costs has been agreed which will be used by all Lottery distribution bodies to measure their costs against the 5% target. Lottery processing costs are expected to be 4.2% of income in 2014-15, as set out below.

<b>2014-15 Lottery processing costs</b>	<b>£000</b>
Total Lottery operating costs	20,777
Recovered from other bodies	466
Outreach work	2,992
Information and advice	1,019
Research and evaluation	936
<b>Total Lottery processing costs</b>	<b>15,364</b>
<b>% of income</b>	<b>4.2%</b>

## **Annex 1 SERVICE DELIVERY STANDARDS 2014-15**

We will publish in our Annual Report a wide range of measures of our performance. We have also set targets in our Strategic Framework to deliver timely and satisfactory services to our customers, as follows.

### **Heritage Lottery Fund**

A number of our grant programmes have published application deadline and decision dates. We will meet those deadlines.

For those applications without fixed deadlines, decisions will normally be taken at the next available decision meeting following assessment in:

Heritage Grants first round:	12 weeks
Heritage Grants second round	12 weeks
Heritage Grants Major Batch second round	12 weeks
Heritage Enterprise first round	12 weeks
Heritage Enterprise second round	12 weeks
LP second round	16 weeks
GPOW first round	12 weeks
GPOW second round	16 weeks
THI second round	12 weeks
First World War	8 weeks
Our Heritage (including transition funding), Sharing Heritage (including Start-up grants), Young Roots	8 weeks

Grant payments will be made to the grantee within 9 working days from receipt by HLF of the payment request

We will undertake a survey of successful and unsuccessful applicants and aim to maintain customer satisfaction with our assessment processes at no less than 80%.



We will undertake a similar survey of those to whom we have awarded grants and aim to maintain customer satisfaction with our monitoring and post-award processes at no less than 85%.

The proportion of applicants that find the HLF website easy to use will be at least 87%.

**National Heritage Memorial Fund**

The decision on an application will normally be taken at the next available decision meeting following assessment in:

Urgent acquisitions            3 months

Other projects                6 months

Grant payments will be made to the grantee within 15 working days from receipt by NHMF of the payment request.

## 2014-15 Risk Register Annex 2

Risk	What are we already doing to mitigate the risk?	Likelihood*	What more do we need to do?	Owner
<p><b>Memorial Fund</b> Resources are insufficient to rescue outstanding parts of our national heritage which are at risk.</p>	<ol style="list-style-type: none"> <li>1. Careful financial management and planning</li> <li>2. Encouraging pre-application contact</li> <li>3. Taking high quality advice</li> <li>4. Monitoring the external environment</li> <li>5. Working with partners to influence relevant policy to safeguard heritage</li> <li>6. Promoting the distinctive nature of the Fund</li> <li>7. Encouraging more lottery applications for acquisitions and consulting on our lottery policy on acquisitions</li> </ol>	Medium	<ol style="list-style-type: none"> <li>1. Promote and raise awareness of the Fund.</li> <li>2. Explore other sources of public funding for NHMF, particularly the devolved authorities for acquisitions in Scotland, Wales and Northern Ireland.</li> <li>3. Establish whether items acquired with the support of the Fund are still on display.</li> <li>4. Ensure the Fund's contribution is acknowledged by the grantee.</li> </ol>	Carole Souter
<p><b>Governance</b> That the large number of new Trustees and the appointment of a new Chair of Trustees leads to a period of uncertainty.</p>	<ol style="list-style-type: none"> <li>1. Ensuring effective and comprehensive induction for new Trustees, with tailored induction for Trustees joining the Audit and Finance &amp; Resources Committees.</li> </ol>	Low	<ol style="list-style-type: none"> <li>1. Discuss with DCMS the timetable and process for recruiting a new Chair.</li> </ol>	Carole Souter

Risk	What are we already doing to mitigate the risk? (Risk control strategy)	Likelihood*	What more do we need to do?	Owner
<p><b>Grant delivery:</b></p> <p>Applications and projects fail to meet our strategic objectives.</p> <p>Customer demand exceeds operational capacity to respond.</p>	<ol style="list-style-type: none"> <li>1. Targeting development work for all grants programmes, ensuring quality applications especially in priority development areas.</li> <li>2. Ensure grant applications are assessed against our outcomes.</li> <li>3. Moderation of assessments and case papers to ensure quality and consistency across the UK.</li> <li>4. Deploy mentoring and monitoring resources in proportion to the level of project risk and to maximise effectiveness.</li> <li>5. Ensure grants reflect broad heritage interest and sectors.</li> <li>6. Monitor and respond to the external environment in order to manage the impact on applications, projects in delivery and completed projects through Projects Operations Report.</li> <li>7. Delivering relevant and targeted training programme for staff and decision takers.</li> <li>8. Ensure Committee decisions reflect outcomes within designated grants budget.</li> <li>9. Monitor workload to inform effective use of operational resources.</li> <li>10. Continually monitor and review workloads in all areas.</li> </ol>	<p>Low</p>	<ol style="list-style-type: none"> <li>1. Develop and embed culture which ensures staff have skills and confidence to manage and help to deliver projects in a rapidly changing environment</li> <li>2. Keep Management Board, Trustees and Committees informed of practical impact of a changing environment on grant applications and delivery.</li> <li>3. Manage expectations and ensure applicants understand the reasons for rejection.</li> <li>4. Review development function.</li> <li>5. Proactive review of high-risk projects, post completion.</li> </ol>	<p>Bob Bewley</p>

Risk	What are we already doing to mitigate the risk? (Risk control strategy)	Likelihood*	What more do we need to do?	Owner
<p><b>Strategic:</b> That our strategy fails to keep pace with the needs of the heritage and changes in the external environment and therefore is not supported by our stakeholders.</p>	<ol style="list-style-type: none"> <li>1. Responding flexibly to emerging need e.g. with new programmes/amended processes where necessary.</li> <li>2. Keeping in touch with stakeholders across UK.</li> <li>3. Monitoring press and public affairs developments.</li> <li>4. Implemented our strategy for 2013-18.</li> </ol>	Low	<ol style="list-style-type: none"> <li>1. Develop closer dialogue with sponsor team in DCMS and relevant colleagues in devolved administrations.</li> <li>2. Build on knowledge and contacts of Trustees, Committee members and staff.</li> <li>3. Implement SF4 to agreed schedule, adjusting as monitoring indicates.</li> <li>4. Further consider plans for on-going dialogue with stakeholders.</li> </ol>	Judy Cligman
<p><b>Procedural:</b> Failure to set and follow efficient procedures thereby giving rise to the risk of inefficiency, fraud or of making decisions open to challenge.</p>	<ol style="list-style-type: none"> <li>1. Ensuring that each area of business has a manual of procedures.</li> <li>2. Checking that procedure manuals are followed (e.g. through internal audit; memoranda of representation).</li> <li>3. Regularly reviewing and updating procedure to ensure efficiency of process.</li> <li>4. Ensuring that Internal Audit review changes in procedure as appropriate.</li> <li>5. Sharing best practice and coordinating approaches.</li> </ol>	Low	<ol style="list-style-type: none"> <li>1. Implement records management.</li> <li>2. Continually review how new technologies can improve the efficiency of process.</li> </ol>	Steve Willis
<p><b>Staffing:</b> Failure to recruit and retain and motivate appropriately skilled staff.</p>	<ol style="list-style-type: none"> <li>1. Maintaining a recruitment and retention policy that meets NHMF's needs.</li> <li>2. Maintaining a learning and development programme that enables staff to meet NHMF's objectives and to improve NHMF's performance.</li> <li>3. Increasing staffing where increasing workloads make that necessary, mindful of the 5% and 8% targets.</li> </ol>	Medium	<ol style="list-style-type: none"> <li>1. Communicate to staff the many benefits of working for NHMF.</li> </ol>	Steve Willis

Risk	What are we already doing to mitigate the risk? (Risk control strategy)	Likelihood*	What more do we need to do?	Owner
<p><b>Communications: recognition</b> Risk that that the benefits of heritage investment are not understood and valued by stakeholders across the UK</p>	<ol style="list-style-type: none"> <li>1. Actively promote the breadth of heritage, the benefits of investing in it and the opportunities it presents for society</li> <li>2. Promote HLF's role in sectoral progress and resilience</li> <li>3. Encourage grantee acknowledgement by effective joint working</li> <li>4. Ensure Ministers and elected representatives across the UK are kept informed of HLF investment and the difference it makes</li> </ol>	Medium	<ol style="list-style-type: none"> <li>1. Develop advocacy plan based on HLF's unique facilitating and cross sectoral role</li> </ol>	Louise Lane
<p><b>Communications: reputation</b> Risk of increased sectoral, media and opinion-former scrutiny of our past and current awards in current economic and political conditions with potential for adverse response.</p>	<ol style="list-style-type: none"> <li>1. Ensure careful handling planning around announcements and other developments</li> <li>2. Ensure we continue to develop our intelligence of local and UK context for all our work</li> </ol>		<ol style="list-style-type: none"> <li>1. Improve joint working across the UK on handling issues</li> </ol>	

\* Likelihood – there is a “high”, “medium” or “low” likelihood that the risk will occur following the imposition of the risk control strategy. A “high” likelihood means that in the short term (which is at least one year) the risk, as designated in the first column of the register, is expected to occur. Conversely, “low” likelihood means that the risk is not expected to occur in the short term.