

**NATIONAL
HERITAGE
MEMORIAL
FUND**



Business Plan for 2015-16

Contents:

Foreword: Our purpose and role.....	3
1. Introduction.....	4
2. Our aims and values.....	6
3. Our strategy	7
4. Our focus in 2015-16	10
5. Our people.....	13
6. Our grant programmes.....	15
7. Our programme budgets for 2015-16	16
8. Our open programmes	16
9. Our targeted programmes.....	17
10. Our operating costs.....	19
11. Our Service Standards	21
12. Our risks and how we manage these	23
13. Our commitment to transparency and data publication	24
How to contact us	24
Appendix on our grant programmes:	26

Foreword: Our purpose and role

The National Heritage Memorial Fund (NHMF) also operating as the Heritage Lottery Fund (HLF) – holds a unique position across the United Kingdom.

The NHMF is able to provide financial assistance towards the acquisition of assets of national heritage that are at risk of loss.

The HLF complements the NHMF role by providing grants to sustain and transform heritage through projects that make a lasting difference for heritage, people and communities.

We help people to get involved in the UK's heritage and make a positive impact by enriching lives and communities and bringing economic value to the UK.

We have established a reputation built on trust and confidence. We are trusted by the public, stakeholders and Government to distribute funding wisely and in support of successful projects.

We are an expert in grant making. We are independent, measured and focused on quality.

We have developed the relationships and skills to work with others in partnership to improve heritage and the quality of people's lives.

1. Introduction

Background

This business plan sets out what we are aiming to achieve in 2015-16 and the resources that we plan to use in that year. This covers both the National Heritage Memorial Fund (NHMF) and the Heritage Lottery Fund (HLF). 2015-16 will be the mid-point of the current HLF Strategic Framework that runs from 2013 to 2018.

The National Heritage Memorial Fund was set-up by Parliament in 1980 to save the most outstanding parts of our heritage at risk of loss to the nation, as a memorial to those who have given their lives for the United Kingdom. NHMF is unique in its ability to provide financial assistance towards the acquisition, preservation and maintenance of such a wide range of heritage treasures from trains to masterpieces of art, wildlife havens to manuscripts.

The purchase of the Bronte sisters writing table, for example, joins a diverse range of over 1,200 objects and places which have been safeguarded by the NHMF over the last 35 years, including;

- The Siegfried Sassoon Archive
- The Staffordshire Hoard
- The Mappa Mundi
- The Mary Rose
- Flying Scotsman
- Sir Walter Scott manuscripts
- Antonio Canova's 'The Three Graces'
- Wordsworth's Dove Cottage

A small grants team handles the UK wide NHMF grants business.

In 1994, the NHMF and its trustees were also given the task of distributing the heritage share of Lottery money for good causes, which it now operates through the Heritage Lottery Fund (HLF).

The NHMF operates as an Arms-Length Body from government under the sponsorship of the Department for Culture, Media and Sport. We work under the direction of a Board of Trustees. Our chair is Sir Peter Luff.

The NHMF continues to act as the fund of last resort, being able to act very quickly in emergencies. The Heritage Lottery Fund gives grants to sustain and transform heritage through projects that make a lasting difference for heritage, people and communities.

Although our origins are in the NHMF, this now accounts for a small but still important element of our work - about £5M a year in grants - whilst HLF is our main focus of activity on which we spend about £420M a year in grants.

2015-16 will see the 35th anniversary of the NHMF and will also see us supporting the continuing commemoration of the centenary of the First World War – a fitting tribute to our founding principles. 2015-16 is also the 21st anniversary of our lottery role.

Heritage Lottery Fund: How we are organised

We have four departments: Operations, Strategy & Business Development, Communications and Finance & Corporate Services.

Scotland, Wales, Northern Ireland and each of the English regions have a dedicated local team within Operations providing advice and support to applicants and assessment and monitoring of grant applications.

Our Board is made up of 15 appointed trustees in total, including the Chair, bringing differing areas of expertise. They meet monthly throughout the year (except August) and consider grants for non-delegated programmes –the larger spending programmes with awards above £2M and subject-specific national programmes.

Country and regional committees covering Scotland, Wales, Northern Ireland and the English regions, approve grant decisions for programmes with spend from £100K to £2M.

Operational staff have delegated authorities to approve smaller grants on a local basis where these are below £100K.

2. Our aims and values

Aims

Using money raised by National Lottery players, the Heritage Lottery Fund aims to give grants to sustain and transform our heritage, making a lasting difference for heritage, people and communities.

Our value and impact as HLF

- Over the last twenty one years we have been trusted by the public, stakeholders and successive governments to distribute National Lottery money wisely, supporting successful heritage projects right across the UK;
- We are an expert grant maker, experienced in ensuring that our funding achieves great results. We are independent, considered and focused on quality;
- We have developed the relationships and skills to work with others to improve heritage and quality of life across the UK and,
- Thanks to National Lottery players, our investment has had an enormous impact on the nation's heritage, transforming it for people and communities. With around £400M to distribute this year, HLF will be one of the most important sources of heritage funding, and will continue to make investments which unlock the huge potential of the UK's heritage.

Our own values

Our core values centre on clarity, prioritisation, judgement, recognising diversity alongside authority and accountability. These core values guide our grant giving work and inform how we work with applicants, grantees and partners. Recognising our obligations in spending public money we also work to achieve economy, efficiency and effectiveness.

We aim to be recognisable wherever we work through consistent practice and presentation whilst retaining our flexibility to respond to differences and varying needs across the UK.

3. Our strategy

Strategic Framework

2015-16 will be the third year of HLF's Strategic Framework 2013-2018, *A lasting difference for heritage and people*. The framework aims to give confidence to the sector and provide some certainty about how we will deploy our resources through this five year period, whilst retaining flexibility to respond to emerging needs and demands. In this framework we have remained true to the core principles that have defined our distinctive approach since 2002. We invest in the full breadth of the UK's heritage and have identified outcomes we want our funding to achieve for heritage, people and communities which underpin our approach.

Our project outcomes

In assessing applications, we take account of the broad range of outcomes we know heritage projects can deliver, give extra weight to those outcomes we value most, such as learning, and are proportionate in our expectations of projects at different levels of grant. The project outcomes we will be assessing can be summarised as:

Heritage outcomes

With our investment, heritage will be:

- better managed*
- in better condition*
- better interpreted and explained
- identified and recorded.

Outcomes for individuals

With our investment, people will have:

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

Outcomes for communities/society

With our investment:

- environmental impacts will be reduced*
- more people and a wider range of people will have engaged with heritage*
- organisations will be more resilient
- local economies will be boosted
- local areas/communities will be a better place to live, work or visit.

These outcomes are weighted for grants over £100K in our open programmes
This outcome is weighted for all grants in our open programmes

Progress to date

The Strategic Framework sets out the overall positioning, approach to funding and how we will deliver our strategy through policies, programmes and initiatives. We will review our progress and achievement at the mid-point of the framework this autumn and may introduce new measures to respond to any emerging pressures and opportunities.

In the first two years of the framework, we launched five new grant programmes:

- Sharing Heritage;
- Start-Up Grants;
- Transition Funding;
- Heritage Enterprise and,
- Grants for Places of Worship.

We also continued six programmes from our previous Strategic Plan. We have implemented the outcomes framework in our assessment and decision making.

There have been some additions to the advertised programmes reflecting the flexibility that the framework signalled – First World War: Then and Now was added to the portfolio in response to strong public, media and political interest in the centenary. We also introduced a focus on anniversaries and ran a joint distributor programme (Celebrate 2014!) in Scotland linked to the Commonwealth Games. Last year we also introduced a further special initiative – Re-thinking Parks, in partnership with the Big Lottery Fund and NESTA – as an initial response to the emerging funding position for parks in local authorities.

All our time-limited special initiatives announced under the Strategic Framework in 2012 – Catalyst, Skills for the Future and Collecting Cultures – are now closed to applications and are in delivery.

Balance and spread of funding

To ensure we achieve an optimal balance and spread of funding, we made three spending commitments:

- Around 75% of funding would be available through “open programmes” – we have achieved this to date;
- £30M a year would go to small grant programmes (under £100K) – we have achieved this to date and,
- Delegation of grants up to £2M to country and regional committees/teams – we have achieved this to date too.

Leadership and sharing learning

As part of our Strategic Framework we committed to “speak up for and demonstrate the value of heritage to modern life” and to create “more opportunities for dialogue with people who care about heritage”. We have taken forward this convening role with two major conferences and associated strategic leadership.

Following the Parks Summit in 2012 we launched the partnership programme Re-thinking Parks and undertook the advocacy campaign around our research *State of the UK Parks*.

The Heritage Exchange conference in July 2014 brought together well over 200 participants to debate issues facing UK heritage. We will develop this brand further with new opportunities for dialogue within and outside the sector during 2015-16, continuing to use research as a platform for our leadership.

4. Our focus in 2015-16

Challenges

We recognise that although we have made a successful start to delivering our current strategic framework we continue to face a number of challenges to maintaining that. The key challenges that we will face in 2015-16 are set out below. We will seek to carefully manage and address these through our management of risk, relationships and business workings.

- The heritage sector is in a dynamic and rapidly changing environment with changes in long standing funding sources, ownership or partnership structures – all with the potential to impact on the demand for our funds and resources;
- Potential political change arising from the UK general election may bring changes in policy direction and implementation (in both a UK and devolved context) and the need to adapt our governance, processes and structures to any changes;
- The continuing impacts of austerity and the wider economic/financial environment increase risk in the delivery of heritage projects (those completed and those in train) as well as for the loss of skills and expertise in the sector;
- Changes to key partners and stakeholders will mean the need to renew, refresh or create relationships and look at policy responses and new areas of policy;
- Increased expectations and demands upon us as sectoral leaders for convening opportunities, opinion and direction and,
- Workload increases from more applications, rejections etc. will mean greater demands on our resources whilst at the same time we must operate within the efficiency limits expected of us.

Corporate priorities

Delivering our HLF grant programmes in accordance with our current strategic framework and our NHMF grants in line with our funding agreement is, of course, the core of our work and the starting point for our priorities.

We will do this by continuing to provide locally based support to applicants and grantees across the UK, responding quickly and effectively to changing demand, ensuring access to our funding, and being ready and able to advise those projects facing difficulty.

We will maintain our progressive agenda, working responsively and collaboratively to support the sector. We will also continue and develop further our role as leaders in the heritage sector making a compelling, evidentially based, case for the value and impact of heritage and the vital role of National Lottery funding.

Building upon our innovative research programme, published material etc. we will continue to articulate the value of heritage to everyday lives as well as the UK's economic wellbeing, influencing the wider debate on heritage and its place and value in our society.

We also place a high value on our staff, respecting their professionalism and commitment alongside their skills and competences. We will try to enhance all of these through our learning and development opportunities.

In this context we have identified the following priorities for 2015-16 and grouped these into areas of common themes.

Operating Environment

Our corporate priorities	Our actions to address the priority
1 Respond as requested to the devolution agenda	<ul style="list-style-type: none"> • Provide information, analysis etc. for stakeholder requirements • Modify SF4, business models, funding policies and governance if required
2 Manage our pre and post-election requirements including any Spending Review demands - maintaining our profile and reputation	<ul style="list-style-type: none"> • Provide information, analysis etc. for stakeholder requirements • Engage with new administration, elected representatives and stakeholders, and respond to any change in Policy Directions • Engage in SR and any wider spending/financial work • Assess and manage impact of any changes on SF4 and SF5 plans
3 Manage the Triennial Review process and implement agreed outcomes	<ul style="list-style-type: none"> • Ensure robust evidence is in place for review • Agree with reviewers and wider stakeholders on review's scope and approach • Ensure efficient and effective engagement with the review team and stakeholders • Agree outcomes, recommendations and implementation plan

Strategic Framework review and development

Our corporate priorities	Our actions to address the priority
4 Review our existing commitments under SF4	<ul style="list-style-type: none"> • Review SF4 objectives and existing commitments including current diversity approach in grant giving
5 Extend learning and good practice through our website and online communities	<ul style="list-style-type: none"> • Actively promote on line communities and knowledge sharing • Extended use of website for applicants
6 Deliver the initial strategic planning process for the next Strategic Framework 2018 onwards	<ul style="list-style-type: none"> • Engage stakeholders for initial thinking on SF5 • Undertake preliminary research and analysis for SF5

Improve our effectiveness and efficiency

Our corporate priorities	Our actions to address the priority
7 Improve diversity in our governance and workforce	<ul style="list-style-type: none"> • Continue to actively promote diversity agenda in governance arrangements and staffing resource • Improve data and insight on diversity issues
8 Implement the main recommendations of the Development Review	<ul style="list-style-type: none"> • Focus development work on strategic priorities • Review current Priority Development Areas revisiting spread • Leverage improvements in online resources to have more directed face to face support
9 Complete the Business Process Review and implemented priority recommendations	<ul style="list-style-type: none"> • Complete business process review • Agree implementation plan with prioritisation
10 Complete induction for the new Chair	<ul style="list-style-type: none"> • Ensure initial induction process runs smoothly • Provide all material, information etc. as required • Facilitate introductions, induction programme to meet the needs of the new chair
11 Develop further the collaborative and inclusive culture of the organisation	<ul style="list-style-type: none"> • Implement new communication arrangements in Manager's Forum • Deliver internal conferences
12 Ensure the business is more effectively and efficiently supported	<ul style="list-style-type: none"> • Finalise the functional strategies for HR, IT and Finance • Agree priorities and implement those early priority areas • Implement roll out of Corporate File Plan

5. Our people

Our staffing details

During 2015-16 we expect to employ just over 275 staff (full time equivalents) either in permanent roles or in fixed term appointments.

These staff will be deployed in our departments as follows:

Operations:	185 representing 67% of our staffing.
Strategy & Business Development:	29 representing 10% of our staffing
Communications:	21 representing 8% of our staffing
Finance & Corporate Services:	40 representing 15% of our staffing

(*Includes our Secretariat and Chief Executive and her office support)

These staff will be located as follows:

London (Corporate Head Office, London and SE England regions) 133 people

Other English regions: 99 people

Scotland 19 people

Wales 15 people

Northern Ireland 10 people

Our staff are employed in different grades across our organisation and details of the grades, structures etc. can be found on our website and at the direct.gov.uk website.

Our commitment to diversity and equality

We recognise and appreciate the value of having a diverse staff group.

We actively promote diversity and equality through our organisation and in our recruitment and selection processes. Our staff diversity details are:

Gender: Female staff 76% Male staff 24%

Ethnicity: White 89.8% Other ethnicity 10.2%

Disability: Declared disability 5.2%

Age: Under 40 years old 50%, 41 to 60 years old 44% & 61 years or older 6%

Our commitment to learning and development

We continue to invest in staff learning and development as a key feature of our commitment to teams and the value we place on professional development.

In 2015-16 we plan to continue our management and leadership development programme for our staff in middle management roles and roll this out - extending to other staff and other grades throughout the year. We will continue to invest strongly in professional and vocational training for all staff.

In addition we will continue to provide tailored specific learning opportunities for staff throughout the year and across multiple locations to enhance their skills, competences and experiences.

We recognise that in times of pay constraint reward and recognition through other routes such as learning and development are essential to staff engagement, motivation and the successful delivery of our business.

In 2015-16 we expect to spend £160K on learning and development representing about £580 per head. This compares favourably to other benchmarks from the Chartered Institute of Personnel and Development of around £286 per head.

6. Our grant programmes

Overview

National Heritage Memorial Fund

In 2015-16 we will receive £5M Grant In Aid as the final year of our current settlement for the NHMF. We anticipate negotiating a settlement through the expected Spending Review that will provide our Grant in Aid for the medium term. We continue to prudently invest the NHMF Endowment Fund to align with our investment strategy and retain the value of the endowment at par to the initial grant in 1980.

In 2015-16 we will also receive a residual sum of £3.0M as additional Grant in Aid for the Listed Places of Worship scheme announced in both the 2014 Autumn Statement and the March 2015 Budget.

Heritage Lottery Fund

The Department for Culture, Media and Sport (DCMS) project that our share of the National Lottery good causes income will be £360M pa for the next four years. Along with the department we continue to monitor income levels and fluctuations to ensure they remain consistent with optimising the level of grant giving, setting prudent levels of commitments (given that many projects take some time to complete) and maintaining a sensible level of funding in the National Lottery Distribution Fund (NLDF) and our bank accounts.

In December 2014 our trustees undertook a review of our financial parameters, income projections and cash balances to set a financial framework to run alongside our strategic framework.

With this in mind we have set an approach for 2015-16 to oversubscribe our income in order to reduce the balance held in the NLDF. This approach will continue throughout 2016-17 and 2017-18 but is subject to projections on lottery income remaining as above and compliance with the financial framework.

Our overall planned programme grants will therefore be £430M in 2015-16 and £405M is our provisional planning basis for 2016-17 and 2017-18 too.

Our programmes in 2015-16 will be:

Grants over £2M and those determined on a UK-wide basis, £230M will go to grants of £2M and national programmes (including Parks for People and Townscape Heritage).

Grants under £2M delegated to the English Regions, Northern Ireland, Scotland and Wales will amount to £175M.

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.

7. Our programme budgets for 2015-16

The planned programme budgets are:

Heritage Grants (Under £2M)	£95M*
Heritage Grants (£2M to £5M)	£110M*
Heritage Grants (Over £5M)	£95M
Parks for People	£25M
Landscape Partnerships	£25M
Townscape Heritage	£14M
Grants for Places of Worship	£30M
Our Heritage	£25M**
Sharing Heritage	£3.0M***
Young Roots	£4.0M
First World War: then and now	£4.0M

*Including Heritage Enterprise

**Including Transition Funding

***Including Start UP Grants

8. Our open programmes

Open Programmes for 2015-16 are:

Heritage Grants Programme:

This offers grants over £100K 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. To receive a grant, projects requesting less than £2M must achieve at least one of our outcomes for each of heritage, people and communities, projects requesting £2M or more should achieve more than one outcome for each.

Our Heritage

Our Heritage offers grants from £10K to £100K 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. This programme also includes applications for Transition Funding and Start Up grants (see below).

Sharing Heritage

Sharing Heritage is for the smallest grants of £3K to £10K. 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, celebrations, 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.

9. Our targeted programmes

Targeted programmes for 2015-16 are:

Transition Funding

Transition funding offers grants from £10K to £100K to organisations who want to achieve significant strategic change – through acquiring new skills or knowledge, new models of governance, leadership or business – in order to become more resilient for the long term. Applicants must be a previous recipient of an HLF grant and be able to demonstrate a strong case for time based financial support that will deliver a step-change for their organisation and the heritage they are responsible for.

Start Up Grants

Start Up Grants of up to £10K 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.

Grants for Places of Worship

The Grants for Places of Worship programme offers grants of £10K to £250K for urgent structural repairs, new facilities and activities to encourage greater community use and get more people involved with these buildings. English Heritage provides technical advice on projects in England, and Historic Scotland partner with us in grant-making in Scotland.

Heritage Enterprise

The Heritage Enterprise programme offers grants of between £100K and £5M for the conservation and adaptation of historic buildings for an end-use that actively contributes to sustainable development. The programme supports 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.

Parks for People

Parks for People offers grants between £100K and £5M and supports projects that restore and transform 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.

The Big Lottery Fund has also committed £10M for Parks for People projects in England during 2015/16.

Landscape Partnerships

This programme offers grants between £100K and £3M 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 help put heritage conservation at the heart of rural regeneration. The programme aligns with the UK's commitment to the European Landscape Convention.

Townscape Heritage

The Townscape Heritage programme offers grants between £100K and £2M for projects that regenerate historic areas across the UK requiring investment. Local, regional and national organisations are supported to work together to make a 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.

Young Roots

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

First World War: Then and now

This programme offers grants between £3K and £10K for local, 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. This is in addition to the First World War projects we are likely to support through our other grant programmes.

10. Our operating costs

We recognise the importance to National Lottery players and taxpayers that they wish to maximise the amount spent on grants and to keep our own costs on administration down to the minimum level.

We are set a limit by DCMS that our total lottery operating costs should be less than 8% of National Lottery income. Our track record on achieving this has been good to date:

2010-11	6.6%
2011-12	5.7%
2012-13	4.8%
2014-15	5.2% * unaudited and awaiting audit confirmation

We expect in 2015-16 to operate at 5.9%.

Total operating costs	2015-16	2014-15*
Employment	£11.9M	£11.0M
Accommodation	£ 2.0M	£ 1.7M
Travel & Subsistence	£ 0.5M	£ 0.5M
General expenses	£ 3.0M	£ 3.2M
Depreciation	£ 0.5M	£ 0.4M
Office equipment	£ 0.3M	£ 0.3M
Professional fees	£ 3.6M	£ 3.5M
Total	£21.8M	£20.6M
Less NHMF operating costs	£ 0.3M	£ 0.3M
Net lottery operating costs	£21.5M	£20.3M
As a percentage of lottery income	5.9%	5.2%

*Outturn actual costs not yet audited

DCMS have also set a limit for processing costs to be no more than 5% of National Lottery Income. Our track record on achieving this has also been good to date:

2010-11	5.1%
2011-12	4.5%
2012-13	3.8%
2014-15	3.7% * unaudited and awaiting audit confirmation

We expect in 2015-16 to process at 4.1%.

We understand that we have an obligation to ensure efficiency and so in 2015-16 we shall be undertaking a business review for our “end to end” operating processes to understand what drives our work, our costs etc. and how we might need to manage these differently to maintain or improve our business and deliver at less cost.

This is a demanding task given that our workload volumes have increased over recent years although we may see a decline in 2015-16 against some of the peak volumes seen recently. Nonetheless understanding the drivers and causes of workload increases and impacts upon us is essential to being able to offer the best service to our applicants and grantees and achieve our business aims.

We will work with other lottery distributors in 2015-16 to continue to plan and expand our shared services in areas like legal services, procurement and other contracted outs services to look for opportunities to further improve efficiency in these areas.

We will competitively tender with the market for our banking and investment management services.

Young Roots

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%.

We will publish decisions on our website within a maximum of twenty working days, and will actively promote a wide selection of our awards via the media, to generate awareness amongst potential applicants and National Lottery players

12. Our risks and how we manage these

Like all organisations we face risks. Our approach to managing risks is to mitigate those risks so they come within what we are prepared to tolerate. We recognise that it is often impossible to eliminate risk entirely. We maintain a corporate risk register setting out the main strategic risks to us as an organisation. This is regularly reviewed by the executive staff as well as our Audit Committee and Board. Our main risks that we presently anticipate for 2015-16 are as follows, along with what we will do to manage those risks:

Our corporate risk	Our actions to mitigate these
We are not seen as effective in protecting aspects of the UK's most important heritage	<ul style="list-style-type: none"> • Monitor implementation of SF • Improved feedback loops to Executive • Maintain key governmental interests • Pro-active media management
Devolution changes may lead to changes in our business and operational model	<ul style="list-style-type: none"> • Monitor developments for all aspects • Maintain effective relations with devolved authorities • Undertake research to understand impacts of further devolution
Changes in political direction may lead to changes in our business and operational models	<ul style="list-style-type: none"> • Understand possible impacts of manifestos • Provide information etc. to sponsor department • Maintain engagement with new ministers
Our share of lottery income, grant in aid income diminishes so reducing our ability to service commitments, meet efficiency targets etc.	<ul style="list-style-type: none"> • Ensure flexibility in business model for short term response • Model different options to stress test business resilience • Maintain engagement with ministers and sponsor department
Volume and volatility of workloads have adverse impacts on current business processes and model	<ul style="list-style-type: none"> • Monitor variations and volumes closely • Identify underlying trends and causes • Reallocate resource to meet demands • Review business processes for longer term needs
New chair and trustees wish to implement notable changes in strategy, policy etc.	<ul style="list-style-type: none"> • Brief new Chair through induction • Start initial strategic planning
Non-compliance in procurement and contract management	<ul style="list-style-type: none"> • Introduce new shared procurement services • New contract management register • Training for staff

Our corporate risk	Our actions to mitigate these
Heritage is placed at risk because of lack of controls by grantees - monitoring arrangements do not detect this and lack of grantees income risks existing investment	<ul style="list-style-type: none"> • Secure resources for research on past investment • Ensure ongoing support for projects
Reputational issues threaten our legitimacy	<ul style="list-style-type: none"> • Careful monitoring of media coverage • Pro-active media management

13. Our commitment to transparency and data publication

We recognise our obligations to National Lottery players and taxpayers in explaining how we use their monies and funding.

We publish on our websites (see below) the following:

- Tenders and contracts worth £10K or more where we are seeking suppliers/business partners to help us deliver our business. We welcome bids from all potential suppliers especially small, medium enterprises whom we haven't worked with as yet;
- Contracts awarded for such services and support where we have let those contracts;
- Our organisation charts and senior staff salaries. These are also published in our Annual Reports and Accounts (which are also available on our websites);
- Our Board and Committee decisions on grant applications;
- Our governance structures;
- Details of our Trustees and Regional Committee members as well as our senior staff who are part of the Management Board charged with the day to day running of the NHMF and HLF;
- Our full Strategic Framework 4 (STRATEGIC FRAMEWORK 4);
- Our online communities and opportunities to share experiences and ideas;
- Opportunities for jobs and working with us including committee membership and trustee vacancies when they arise;
- Any special initiatives or programmes;
- Details of all grant programmes with guidance on how to apply, requirements and links to our online portal for lodging applications;
- How we work with you to deliver your project and outcomes;
- Our research and evaluation reports and,
- Other corporate information.

How to contact us

If you want to know more about our work please visit us at:

www.nhmf.org.uk or www.hlf.org.uk

or you can ring us on 0207 591 6000 or textphone on 0207 591 6255

or by appointment at:

7 Holbein Place
London
SW1W 8NR

Appendix on our grant programmes:

Strategic Framework 4 Grant Award Date

Number of applications to all programmes since beginning of Strategic Framework 4

Programme	2013-14	2014-15
Catalyst Umbrella Grants	18	
Catalyst: Endowments		
Catalyst: Small Grants	139	
Collecting Cultures		57
First World War	564	578
Grants for Places of Worship	375	348
Heritage Enterprise	43	35
Heritage Grants under £2m	295	283
Heritage Grants £2-5 m	70	48
Heritage Grants Major	19	19
Landscape Partnership	24	23
Our Heritage	1,098	933
Parks for People	33	27
Sharing Heritage	679	440
Skills for the Future		
Start Up Grants	67	78
Townscape Heritage Initiative	25	30
Transition Funding	31	42
Young Roots	132	170

Value (£M) of applications to all programmes since beginning of Strategic Framework 4

Programme	2013-14	2014-15
Catalyst Umbrella Grants	7.0	-
Catalyst: Endowments	-	-
Catalyst: Small Grants	1.3	-
Collecting Cultures	-	12.60
First World War	4.5	4.63
Grants for Places of Worship	48.0	50.59
Heritage Enterprise	98.3	73.99
Heritage Grants under £2m	217.8	228.27
Heritage Grants £2-5 m	244.3	168.38
Heritage Grants Major	183.4	203.81
Landscape Partnership	48.9	50.13
Our Heritage	63.3	50.61
Parks for People	61.2	45.25
Sharing Heritage	5.43	3.68
Skills for the Future	-	-
Start Up Grants	0.7	0.72

Programme	2013-14	2014-15
Townscape Heritage Initiative	34.4	39.38
Transition Funding	2.0	2.29
Young Roots	4.5	5.84

Success rates by programme in Strategic Framework 4 with comparator data

Programme	SF4	SP3	SP2
Catalyst Umbrella Grants	50%		
Catalyst: Endowments	45%		
Catalyst: Small Grants	88%		
Collecting Cultures	40%		
First World War	80%		
Grants for Places of Worship	58%	43%	48%
Heritage Enterprise	44%		
Heritage Grants under £2m	44%	50%	69%
Heritage Grants £2-5 m	63%	50%	69%
Heritage Grants Major	47%	50%	69%
Landscape Partnership	38%	57%	82%
Our Heritage	51%	56%	78%
Parks for People	61%	48%	74%
Sharing Heritage	63%		
Skills for the Future	31%	59%	
Start Up Grants	57%		
Townscape Heritage Initiative	44%	40%	60%
Transition Funding	62%		
Young Roots	75%	70%	78%
Total	59%		