heritage lottery fund
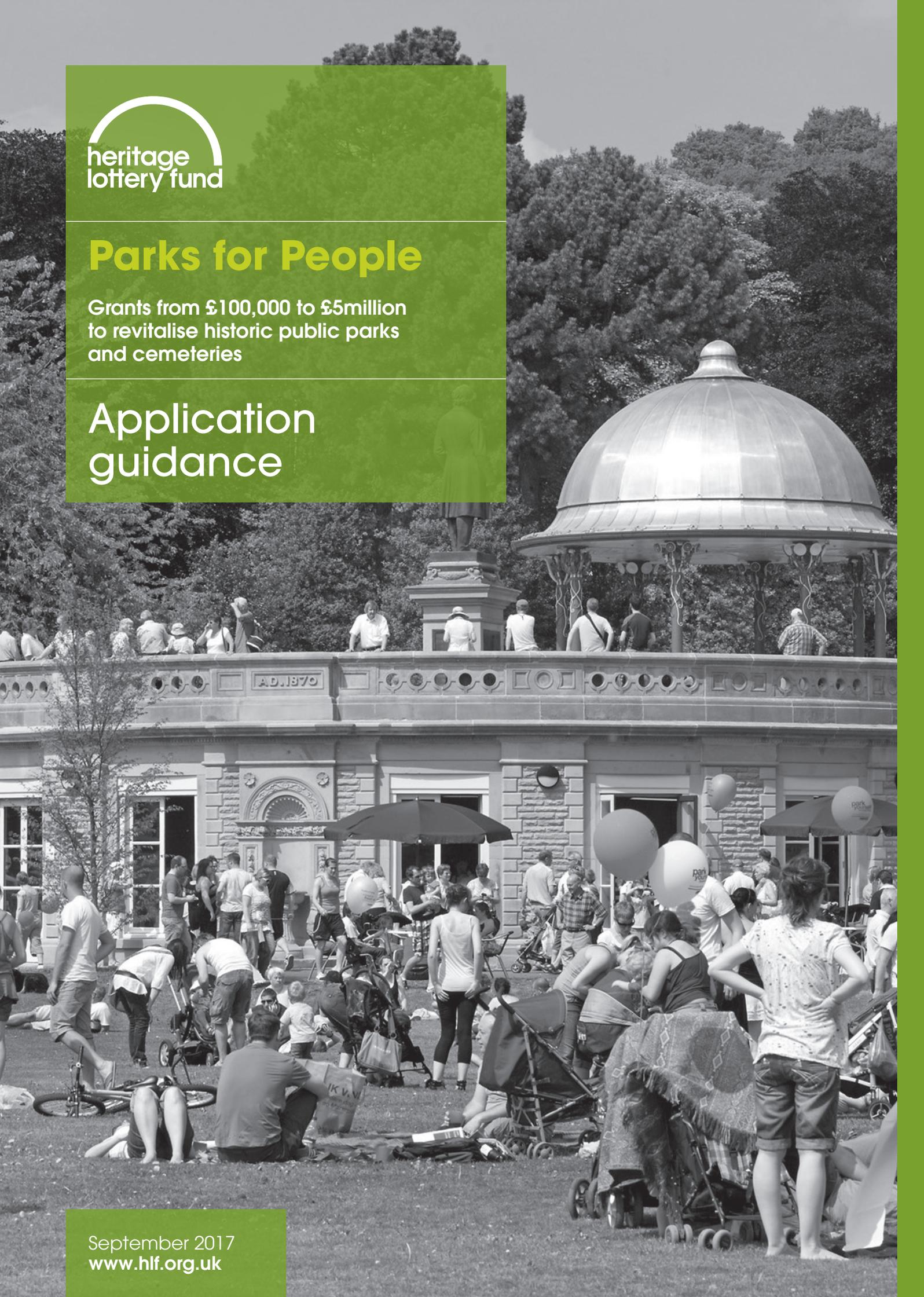
Parks for People

Grants from £100,000 to £5million to revitalise historic public parks and cemeteries

Application guidance

Contents

Part one: Introduction

Welcome

The Parks for People programme is for projects related to historic parks and cemeteries in the UK. You can apply for a grant from £100,000 to £5million. The application process is in two rounds.

In England, the programme is jointly funded with the Big Lottery Fund (BIG).

About this guidance

This guidance will help you decide whether this is the right programme for you, as well as providing you with the information you'll need to plan an application at both first and second rounds.

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

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

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

The **appendices** expand on our requirements for certain types of projects, 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 Parks for People application guidance before sending us your project enquiry.

We also provide a range of resources designed to help you plan your heritage project, and examples of projects that have successfully achieved outcomes for heritage, people and communities. You can find these online.

Who we fund

Under this programme, we fund applications from:

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

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

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

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

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

- the name and aims of your organisation;
- a statement which prevents your organisation from distributing income or property to its members during its lifetime;
- a statement which confirms that, if your organisation is wound up or dissolves, the organisation's assets will be distributed to another charitable or not-for-profit organisation and not to the organisation's members;
- the date when the constitution was adopted; and
- the signature of your chairperson (or other suitable person).

What we fund

We fund projects that make a **lasting difference** to **heritage**, **people** and **communities** in the **UK**.

When we say **project,** we mean work or activity that:

- is defined at the outset;
- has not yet started;
- will take no more than five years to complete;
- will contribute to achieving the outcomes we describe.

The assessment process is competitive and we cannot fund all of the good-quality applications that we receive. As a guide, the following are unlikely to win support:

- projects outside of the UK;
- promoting the cause or beliefs of political or faith organisations; or
- projects where the **main focus** is:

  o the construction of a new building or structure, a car park, a sport or play facility;

  o a new park or cemetery, or a major redesign of an existing park or cemetery;

  o repairing memorials unless this is part of a wider cemetery conservation project;

  o meeting your legal and statutory responsibilities such as the requirements of the Equality Act 2010 which incorporates the Disability Discrimination Act.

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

Our priority for this programme is to conserve the existing heritage of a designed park or cemetery.

The heritage of a park or cemetery includes many different things from the past that we value and want to pass on to future generations, and we expect you to have thought about the full breadth of heritage in your application. For example:

- the landscape design layout;
- surviving or lost historic features or buildings;
- natural heritage including priority habitats and species;
- archaeological sites, earthworks or features from an earlier phase of design;
- collections of plants, trees, objects or documents;
- cultural traditions such as stories, festivals, fairs and crafts;
- people's memories and experiences of the park or cemetery; and
- the history associated with individual features such as memorials or veteran trees.

Parks and cemeteries

By public park we mean an existing designed urban or rural park, the main purpose of which is providing free access to informal recreation and enjoyment. Our definition includes urban parks, country parks, gardens, squares and seaside promenade gardens.

By cemetery we mean a burial ground or cemetery that has a formal existing design.

A whole park approach

We expect projects to take a 'master plan' approach. This is a method of considering the needs and opportunities within the park in a holistic way, encompassing the full range of natural, cultural and built heritage. You will need to explain how the project fits within this strategy, setting out a clear vision for the future. If you are not planning to take a whole park approach, you will need to explain why in your application.

Parks and people

You will need to show that the local community values the park or cemetery as part of their heritage, and that they are already actively involved in its management through, for example, a user group, a Friends group or other community group. We expect you to consult local people about your plans and include opportunities for active participation across all sections of the community.

Nature

Parks are vital for nature. For our increasingly urban population they are often the only opportunity for people to enjoy and connect with nature, offering bio-diverse 'green lungs' where important species and habitats thrive. We expect applications to have considered how they will achieve strong outcomes for nature, both within the project and as part of a network of green spaces, often described as an area's 'green infrastructure'.

New building and restoration work

Where justified, we can contribute to the costs of new building work, and/or the conservation and re-purposing of historic buildings. Many public parks leave a legacy of outstanding landscape and built heritage design and quality. We expect all new capital work to be of a high architectural design quality, proportionate and sensitive to the historic integrity of the site.

If you have a project mainly focused on restoring a principal building such as a mansion in a public park or a cemetery chapel, or concerning a churchyard, allotments, linear walks or other natural green spaces you should consider making an application through our other grant programmes.

As your project will involve land, buildings or heritage items, please read **Appendix 2: Property ownership**.

Evaluation

Good evaluation is about proving and improving. It shows what difference investment has made to the park's heritage, the people who use it and the wider community, as well as capturing lessons on what has worked well and not so well to inform future plans and organisational and wider sector learning. All projects should consider their plans for good quality evaluation at an early stage.

Sustainability

Our aim is to support projects that make a lasting difference for heritage and people. We expect you to develop a clear, achievable and costed plan for the improved management and maintenance of your park or cemetery after Lottery funding has finished. As part of a wider project we can support work to explore new or different models of management, maintenance, income generation and governance. See **Appendix 5** for more information.

Green Flag Award

You must apply for a Green Flag Award for the park or cemetery in the year immediately after completion of the capital works. You must then apply for and retain the Green Flag Award, with a high level pass mark, each year for a minimum of 7 years.

We can pay for the fees of the Green Flag Award for the individual park or cemetery we have funded.

Fields in Trust

Fields in Trust is a UK wide charity that works to permanently safeguard and improve outdoor recreational spaces for sport and play, via a Deed of Dedication. HLF is able to pay the fees for safeguarding an individual park we have funded through this process, if you feel it is appropriate for your site.

The difference we want to make

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

Your project will need to contribute towards the ten outcomes listed here. We will consider the quality of the outcomes that your project will achieve and anticipate that you will contribute to some more than others.

We describe the outcomes we value the most as 'weighted' outcomes. These are identified as some of the most important issues for parks based on our research and consultation.

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

Outcomes for heritage:

W Weighted

With our investment, heritage will be:

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

Outcomes for people:
With our investment, people will have:

- developed skills W
- learnt about heritage
- volunteered time

Outcomes for communities:
With our investment:

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

Costs we can cover

Direct project costs

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

Direct project costs include:

- 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;
- payments/bursaries for trainees;
- professional fees;
- capital work;
- activities to engage people with heritage;
- evaluation;
- promotion; and
- extra costs for your organisation, such as a new phone, extra photocopying, new computers or extra rent.

Direct project costs do not include:

- the cost of existing staff time (unless you are transferring an existing member of staff into a new post to deliver the project); or
- existing organisational costs.

Please read about our requirements for **buying goods, works and services** in **Part three: Receiving a grant**.

Full Cost Recovery

For voluntary organisations, we can also accept part of an organisation's overheads (sometimes called 'core costs') as a part of the costs of the 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.

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 pay a proportion of these overheads, commensurate with the time or resources used for your project. We can also 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**) and Big Lottery Fund (**www.biglotteryfund.org.uk**). You will need to show us how you have calculated your costs, based on recent published accounts. You will then need to tell us on what basis you have allocated a share of the costs to the project you are asking us to fund, and we will assess whether this is fair and reasonable.

Your contribution

We ask you to make a contribution towards your project. We describe this as 'partnership funding' and it can be made up of cash, volunteer time, non-cash contributions, or a combination of all of these. Some of your partnership funding must be from your own organisation's resources.

The value of increased future costs of management and maintenance for up to five years after practical completion can be included as partnership funding. This cannot be used as your only partnership funding contribution from your own resources.

- If your total grant request is **less than £1million**, you must contribute at least **5%** of the costs of your development phase and **5%** of the costs of your delivery phase.

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

Other information about your application

Freedom of information and data protection

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

Complaints

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

Part two:
Application process

Making an application

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

For applications submitted by **28 February** decisions will be made in June and for applications submitted by **31 August**, decisions will be made in December.

You decide how long you need to develop your second-round proposals. You may take up to 26 months, depending on the complexity of your project.

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

Once you have submitted your application form it is not possible for us to return this to you for further work, or to release a new copy. It is therefore important to make sure that you are happy with your answers before you submit either your first- or second-round application forms to us.

First-round application

You submit your first-round application with your delivery-grant request and, if needed, a development-grant request.

Development phase

If you are successful, you enter your development phase and develop your more detailed second-round application, using the development grant you may have requested.

Second-round application

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

Delivery phase

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

First-round and second-round applications

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

Information about	First-round application	Second-round application
Activities	**Outline** proposals: ● Who your project is likely to involve ● The nature and range of activities that will engage people with heritage	**Detailed** proposals: ● A detailed action plan, showing all the activities in your project. This will be included in your activity plan
Capital work	**Outline** proposals: ● An initial breakdown of the capital work you plan to deliver ● Plans for architectural or designed elements up to and including RIBA work stage 1 ● Plans for non-architectural elements, such as interpretation or digital outputs, at the equivalent of RIBA work stage 1	**Detailed** proposals: ● Detailed plans and proposals for capital work you plan to deliver ● Plans for architectural or designed elements up to and including RIBA work stage 3 ● Plans for non-architectural elements, such as interpretation or digital outputs at the equivalent of RIBA work stage 3
Project outcomes	**Outline** information about the outcomes your project might achieve	**Detailed** information about the outcomes your project will achieve.
Project management	● **Detailed** information about the work you will do during your **development** phase ● **Detailed** information about how you will manage your **development** phase, including briefs for work to be undertaken by consultants and new job descriptions ● **Detailed** timetable for your **development** phase ● **Outline** information about how you will manage your **delivery** phase ● **Outline** timetable for **delivery** phase	● **Detailed** information about how you will manage your **delivery** phase, including briefs for work to be undertaken by consultants and new job descriptions ● **Detailed** timetable for your **delivery** phase ● A business plan, if required
After the project ends	**Outline** information about how you will sustain the outcomes of your project after funding has ended, including funding additional running costs	● A conservation plan (submitted early in your development phase) ● **Detailed** information about how you will sustain the outcomes of your project after funding has ended, including funding additional running costs ● **Detailed** information about how you will evaluate your project ● A management and maintenance plan
Project costs	● **Detailed** costs for your **development** phase ● **Outline** costs for your **delivery** phase ● Possible sources of partnership funding for your **delivery** phase and/or a fundraising strategy for your development phase	● **Detailed** costs for your **delivery** phase ● An indication that you will have secured partnership funding in place before you start your **delivery** phase

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

Your development phase

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

Development review

We will review your project during your development phase to see how you are progressing with your second-round application and additional documents. For projects involving capital work, we will look at your plans when they are in line with RIBA work stage 2.

Guidance

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

- *Activity plan guidance – Parks for People*

- *Building environment and performance guidance*

- *Management and maintenance plan guidance – Parks for People*

- *Conservation plan guidance – Parks for people*

- *Evaluation guidance – Parks for People*

All of these documents, as well as case studies and other good practice guidance, can be found on the Heritage Lottery Fund website (HLF): **www.hlf.org.uk**

Key tasks to carry out during your development phase:

1. Consider in detail **why your heritage is important, and to whom**. This will be one of the first things you do in your development phase, as it will help you make decisions about your project. This information will feed into your conservation plan, which you will need to send to HLF at a point agreed with your case officer.

2. For any capital work, undertake any surveys, consultations, or investigations necessary to develop your detailed plans and proposals and request any relevant permissions or an assessment of the current environmental performance of any buildings.

3. Consult new and existing audiences in order to develop a detailed programme of activities to engage people with heritage. This will feed into your **activity plan**.

4. Consult and involve the park or cemetery's user group in project planning. Establish the role they will take in delivery, the support they will need and their role in the site's future management.

5. Develop **detailed timetable, costs and cash flow** for your delivery phase.

6. Consider in detail how your project will impact on your organisation and how you will manage this change. You may need to undertake a governance review.

7. Consider how you will **evaluate your project**, and collect baseline data so that you can measure the difference your project makes.

8. Consider how you will **buy goods, works and services** during your delivery phase.

9. Consider how you will **acknowledge our grant**.

10. Undertake the work necessary to produce all relevant **supporting documents** (see **Section nine: Supporting documents** in **Part four: Application form help notes**) for your second-round application, including a master plan.

How we assess applications

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

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

How decisions are made

Your application will be in competition with other projects at the first and second round.

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

First-round and second-round Parks for People decisions are taken by a panel of Trustees twice each year, normally in June and December. In England, where BIG jointly fund the Parks for People programme with HLF, decisions are made by a joint panel.

Part three:
Receiving a grant

Terms of grant

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

The terms of the grant will last from the start of the project until **at least 20 years from the project completion date,** except if your project includes buying a heritage item, land or building, when the terms of the grant will last in perpetuity. If you wish to dispose of what you have bought in future, you can ask for our permission. We may claim back our grant.

Acknowledgement and promotion of your National Lottery grant

As part of your grant contract you commit to acknowledging your HLF grant and promoting the National Lottery. Please give us an overview of the steps you will take to do this during the delivery of your project and after its completion.

Your answer should provide an outline of how, where and when you will feature the joint Heritage Lottery Fund/National Lottery branding at your project and on your website. You should also provide an overview of how you plan to promote National Lottery funding of your project in the media e.g. through local press/broadcast coverage, online and through regular social media activity; at project events and openings.

More ideas on acknowledgement and promotion, and the branding we expect to be featured, can be found on our website in the *running your project* section **https://www.hlf.org. uk/running-your-project.**

Images

If you are awarded a grant, you will also need to send us images of your project. These can be hard-copy photographs, transparencies or high-resolution digital images.

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

Mentoring and monitoring

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

Permission to start

If you are awarded a grant at first round or second round, you will need to have our written permission before you start any work on your development phase or your delivery phase. In order to grant you permission to start, you will need to provide us with:

- proof of partnership funding;
- proof of ownership/leasehold requirements, if relevant (see **Appendix 2: Property ownership**);
- details of statutory permissions required and obtained;
- detailed timetable or work programme;
- cost breakdown and cashflow;
- detailed Project Management structure;
- method of buying goods, works and services;
- your bank account details.

Grant payment

When you are awarded a grant, we will calculate the percentage of cash that we are contributing towards the project. We describe this as the 'payment percentage'.

For development grants of less than £100,000 we pay your grant in three instalments. We will give you 50% of the grant up-front, then 40%, and then 10% once you have finished your development phase.

For development and delivery grants of £100,000 or more, we pay instalments of our grant after the work that you are asking us to pay for has been done. We will pay the payment percentage of claims submitted to us.

At your start-up meeting we will decide with you how frequently you will make payment requests.

We will retain the last 10% of your delivery grant until we are satisfied that the project is complete and necessary evidence has been provided.

Buying goods, works and services

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

Where you are a central government contracting authority for the purposes of the UK Public Procurement Regulations 2015, and you intend to advertise a contract with a value in excess of £10,000 (excluding VAT), then you must also advertise the opportunity and publish a contract award notice in respect of the opportunity on the Government Procurement Portal Contracts Finder. You must provide evidence of this with your Progress Report. If you are using a framework agreement, then you do not have to advertise on the Government Procurement Contract Finder site.

The same applies if you are a sub-central contracting authority and intend to advertise a contract with a value in excess of £25,000 (excluding VAT), that is, if you do anything to put the opportunity in the public domain or bring it to the attention of service providers generally. An opportunity is not considered to be 'advertised' where it is available only to a number of particular service providers (for example where a framework is used or the organisation directly invites a limited number of providers to submit a tender).

Your 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.

If you are looking to recruit a consultant or member of staff for your development phase and your delivery phase, you should make sure their contract clearly states that this is the case, and allow for break clauses (in case your second-round application is unsuccessful). If you do not, we may ask you to re-recruit after the second-round decision has been made.

State aid

State Aid is a European Community term which describes forms of assistance (usually financial) from a public body given to undertakings on a discretionary basis with the potential to distort competition and affect trade between member states of the European Union. State Aid rules prevent undue competition arising when organisations have a significant economic advantage by having all or some funding provided from state resources to the detriment of other organisations who can only use their own private funding.

The Heritage Lottery Fund is a public funder and our grants are subject to State Aid rules. If we awarded a grant that was subsequently found to be in breach of State Aid rules, we would be required to reclaim those funds from the grantee.

In most cases, projects supported by the Heritage Lottery Fund are not State Aid because they:

- Are not considered to be economic activity; and/or

- Are considered non-selective in that the main beneficiary is the general public; and/or

- Would not have a measurable effect on intra EU trade

These projects are considered "no aid" as they fall under the Notice on the Notion of State Aid (NoSA).

HLF grants towards land acquisition and natural heritage projects generally (including under the Landscape Partnerships programme) are normally considered "no aid" as their primary objective is about conservation and/or restoration of landscapes, habitats and species for the benefit of biodiversity.

In some instances where projects are of a significantly large scale, economic in nature and therefore could attract commercial challenge, Article 53 of the 2014 General Block Exemption Regulation (EC) No. 651/2014 (GBER) allows for aid towards the capital costs of a cultural or heritage project for up to €100m and operating costs of up to €50m subject to the demonstration of suitable funding gaps in each case. These projects can be supported under a block exemption.

It is an applicant's responsibility to check whether State Aid clearance is required. Applicants should seek independent legal advice if they are unsure whether a project will require clearance.

For more information about State Aid please visit: **www.gov.uk/guidance/state-aid**

Insuring works and property

We need to protect Lottery investment, and so we ask you, with your contractors, to take out insurance for any property, works, materials and goods involved. All of these must be covered for their full reinstatement value against loss or damage, including inflation and professional fees. If your project is affected by fire, lightning, storm or flood to the extent that you cannot achieve the outcomes set out in your application, we may have to consider claiming back our grant payments.

Evaluation

We recommend you build in evaluation from the beginning of your project. You can include the cost of this in your budget. We recommend budgeting for evaluation in the following ways. As a minimum:

- Projects under £250,000 should allow a budget of up to 3% of their total costs
- Projects between £250,000 and £1,000,000 should allow a budget of up to 7% of their total costs
- Projects over £1,000,000 should allow a budget of up to 10% of the total project costs

We will expect evaluation feedback, in two parts:

1. You must send us a **reporting spreadsheet** with your second-round application and every year of the delivery phase showing your baseline, target and achieved data relating to the 10 Parks for People outcomes.
2. You must send us an **evaluation report** before we pay your last 10% of grant.

Please see *Evaluating guidance – Parks for People* for information about how we expect you to evaluate your project.

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

Part four: Application form help notes

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

> **Second-round applicants:** As part of your development phase, you will have produced a range of documents to support your second-round application. Where necessary, refer to these in your application form, specifying on which page we can find relevant information in each document.

There is a word limit for your application of 9,000 words in total. There are also word limits to some of the answers you may give; these are shown on the online form.

Section one: Your organisation

1a. Address of your organisation.

Include your full postcode. 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 and how many people your organisation employs.

If you are a local authority or government agency, describe only the part of the organisation that manages the parks and/or cemeteries.

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.

- Please name the trustees your organisation has and their skills, knowledge or experience.

1f. Has your organisation undertaken a similar project in size and scope in the last five years?

Fill in as appropriate.

1g. Will your project be delivered by a partnership?

Fill in as appropriate.

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

Your project may include different types of partners. If any of your partners own land, buildings, or heritage items that are included in the project then you should list them as a formal partner here, and in the Declaration at the end of the application form.

Partner organisations who will help you deliver parts of the project only do not need to be entered here but must be included within your signed Partnership Agreement.

1h. Are you VAT-registered?

Fill in as appropriate.

Section two: The heritage

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

First round

- Provide a description of the park or cemetery as it is today. If different types of heritage are involved, describe each of these. Provide a survey plan as a supporting document.

- Tell us:
  - what sort of park or cemetery it is (urban park, square, garden, country park, municipal cemetery and so on);
  - the size of the park or cemetery in hectares;
  - its history in brief and how it has changed over time;
  - the main features in or adjoining the park or cemetery, and any lost heritage features;
  - the types of adjoining land uses that surround the park or cemetery such as housing, businesses, schools or other green spaces.

- Tell us what is important about the heritage and who it is important to. This could include the local community and/ or experts. The park or cemetery may be:
  - a source of evidence or knowledge;
  - of aesthetic, artistic, or design interest
  - of historic interest;
  - of natural, horticultural or scientific interest;
  - of social or community value.

Second round

Add information in line with any further research you have carried out during your development phase, or refer us to your conservation plan.

2b. Is your heritage considered to be at risk? If so, please tell us in what way.

First round

- Heritage does not have to be designated or registered in order to be under threat or at risk. Unregistered heritage assets may be at risk, such as buildings, the overall designed landscape, structures or planting as well as cultural heritage or people's memories.

- If your project involves a building or monument, tell us if it is on a buildings or monuments at risk register

- If your project involves natural heritage, tell us if the landscape, geology, habitat or species is at risk and in what way (for example, included in a Biodiversity Action Plan as a priority).

Second round

Add information in line with any further research you have carried out during your development phase, or, refer us to your conservation plan.

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

Fill in as appropriate.

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

Fill in as appropriate. See **Appendix 1: Property ownership** for more information.

Section three: Your project

3a. Describe what your project will do.

First round

Provide outline information about what you will do during your delivery phase.

Tell us about the nature and range of **activities** that your project will include to engage people with the heritage of the park or cemetery. This could include:

- activities to widen the range of audiences;

- creating new learning opportunities, both formal and informal;

- supporting the site's user group to take a greater role;

- involving existing and new volunteers; and

- providing people with skills and training.

Provide us with an initial breakdown of the types of **capital work** you plan to deliver. These should be up to and including RIBA work stage 1, or the equivalent if appropriate. This could include:

- repairing and restoring the landscape and/or built features;

- repairing boundaries, drainage, furniture and signs, services and lighting (particularly where emissions are reduced and energy efficiency is improved);

- removing unsightly or inappropriate features;

- replacing lost heritage features based on accurate research;

- buying land to reunite the historic landscape or buying original decorative features that were previously lost;

- creating and improving habitats;

- improving access for all, including people with disabilities;

- community facilities (cafes, toilets, meeting rooms, education and exhibition spaces) and play and recreation facilities;

- improvements to security, management and maintenance such as recycling and composting;
- limited new landscape design if it improves and adds to the heritage.

Give us an indication of what your project outputs will be. Alongside capital improvements, examples could be workshops or training sessions, new interpretation, websites or publications about the park or cemetery's heritage.

Second round

- Provide detailed information about what your project will do during your delivery phase.
- For capital work, refer us to any plans and briefs which should be up to and including RIBA work stage 3, or the equivalent. Refer us to your master plan which will identify all works proposed and included in the project.
- Where necessary, refer us to your activity plan, which will list all the activities included in your project.
- Tell us what your project outputs will be. Where possible, tell us how many outputs there will be.

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

First round

Tell us about any problems and opportunities there are relating to how your park or cemetery is managed now. These might include:

- features at risk or under threat, for example an aging tree population, silted up lakes, poor drainage, derelict features, vandalism or poor habitat diversity;
- any organisational management issues (lack of staff, lack of skills, lack of money);
- the potential to review the park or cemetery's management and strengthen the role of the user group.

Tell us how much it costs per year to manage and maintain the park or cemetery now (at question 6a we ask if and how much this site's maintenance and management budget is likely to cost after the project has ended).

Tell us about any problems and opportunities there are relating to how people engage with the heritage now. These might include:

- A lack of interpretation, a lack of activities, a lack of volunteer engagement or people unaware of the site's heritage;
- Issues of access, toilets and other facilities, security and safety; and
- Social, economic or environmental needs (for example wellbeing and community cohesion, improving fitness and health, regeneration, tourism and providing jobs).

Second round

- Update in line with any consultation or survey work you have done during your development phase.
- Where necessary, refer us to your conservation plan, which will identify the opportunities for improving the heritage and how it is looked after.
- Where necessary, refer us to your activity plan, which will identify the opportunities for engaging people with heritage.

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

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

First round

- Tell us if the risk to your heritage is critical.
- Tell us if there is partnership funding available to you now that won't be in the future.
- Tell us if there are circumstances which mean that this is a particularly good opportunity for you to do your project (for example, you will be able to benefit from or complement another project or development which is going ahead now).

Second round

Add information in line with any further research you have carried out during your development phase.

3d. Why do you need Lottery funding?

First round

- Tell us about any other sources of funding that you have considered for this project.
- Tell us what will happen if you do not get a grant from us.

Second round

Add information in line with any further research you have carried out during your development phase.

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

First round

- Tell us about the options you have considered, and why this project is a suitable response to the problems and opportunities identified in 3b.
- Tell us about any consultation you have done and how this has shaped your project proposals, for example an assessment for a Green Flag Award or condition survey.
- Tell us how this project fits into the aims of your green space strategy (if you have one) and/or why this park or cemetery project is a priority;
- Tell us if this project fits into any regional or national strategies; and
- Tell us about any people or organisations that have objected or may object to your project in the future.

Second round

- Add information in line with any consultation or survey work you have done during your development phase. Where necessary, refer us to your activity plan.

3f. How are you planning to promote and acknowledge National Lottery players' contribution to your project through HLF funding?

First round

Provide outline information about what you will do during your delivery phase and after the project is completed.

Second round

Provide detailed information about what your project will do during your delivery phase and after your project is completed.

Please read about acknowledgement and promotion in **Part three: Receiving a grant.**

Section four: Project outcomes

Outcomes are changes, impacts, benefits, or any effects that happen as a result of your 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 describe the outcomes we value the most as 'weighted' outcomes.

Your project should contribute towards all 10 of the Parks for People outcomes.

We want to see that your project will make a **lasting** difference to heritage, people and communities. It's likely that you will have achieved a number of outcomes before the end of your project, but some may be achieved in the future as well.

Questions 4a, 4b and 4c

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

First round

Tell us about the outcomes that your project will achieve with our funding.

Second round

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

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

As a result of our investment: ⓦ Weighted

The park or cemetery and its heritage will be better managed ⓦ

There will be clear improvements in the way that you manage your park or cemetery and its heritage, including the implementation of a new management and maintenance plan. Improvements could include securing additional staff such as a dedicated site manager, head gardener or park ranger, or other resources that you need, or the more effective use of existing resources. As a result of these improvements, such as opening a new café to generate income for the site, you will be able to show that the park or cemetery has a secure future for the long-term including a stronger financial position. These improvements to managing your park or cemetery will mean that you can annually apply and attain a Green Flag Award with a high level pass mark.

The park or cemetery and its heritage will be in better condition

There will be improvements to the physical state of your park or cemetery and its heritage. The improvements might be the result of repair, renovation or work to prevent further deterioration, such as bringing a historic building back in to use, replanting an avenue, clearing the silt from a lake or repairing the entrance gates. Improvements may result from new work, for example increasing the size of an existing habitat to benefit priority species, or improving existing biodiversity. The improvements will be recognised through standards used by professional and heritage specialists, and/or by people more generally, for example in surveys of visitors or local residents.

The heritage of the park or cemetery will be better interpreted and explained

There will be clearer explanations and/ or new or improved ways to help people make sense of your park or cemetery. This might include new displays; a heritage trail; a smartphone app with information about the biodiversity and geodiversity of the landscape; talks or tours; an accessible guide; or online information about the park or cemetery. Visitors and users will tell you that the interpretation and information you provide are high quality, easy-to-use and appropriate for their needs and interests, that they enhance their understanding, and that they improve their experience of heritage.

The heritage of the park or cemetery will be identified/recorded

The heritage of the park or cemetery, will have been uncovered and/or there will be a record of heritage available to people now and in the future. This might include identifying places or features that are of relevance to a particular community and making information about them available; recording people's memories as oral history; surveying species or habitats and making the survey data available; cataloguing and digitising old photographs and plans; finding out about a lost building or feature and making people aware of its past existence; or recording the customs or traditions of a place or community. Heritage that was previously hidden, not well known, or not accessible will now be available to the public; visitors or users will tell you that this is an important part of our heritage and that they value it.

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

As a result of our investment:

W Weighted

People will have developed skills W

Individuals will have gained skills relevant to ensuring the heritage and the park or cemetery is better looked after, managed, understood or shared (including, among others, conservation, teaching/training, horticulture, project management and volunteer coordination 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 - people involved in your project, including staff and volunteers, will be able to demonstrate competence in new, specific skills, and where appropriate, will have gained a formal qualification.

People will have learnt about heritage

Individuals will have developed their knowledge and understanding of heritage because you have given them opportunities to experience heritage in ways that meet their needs and interests. Adults, children and young people who took part in the project, or who are visiting your site or engaging with your heritage in other ways e.g. through digital technology or outreach activities will be able to tell you what they have learnt about heritage and what difference this makes to them and their lives. They will also be able to tell you what they are doing with that knowledge and understanding; for example, sharing it with other people, using it in their professional or social life, or undertaking further study.

People will have volunteered time

Individuals will be contributing their time and talent and will find it a rewarding experience. Through giving their time to activities at all different levels - from project leadership and management to helping at events, gardening, assisting with learning sessions, running a cafe or creating a web site - volunteers will be able to report personal benefits whatever their experience, background and level of engagement. These might include: new skills; increased confidence; a sense of purpose; enhanced wellbeing; a feeling of making a contribution to the management of the site; or influencing the success of your project and the way it is regarded in the community.

4c. What difference will your project make to communities?

As a result of our investment:

Your local area/community will be a better place to live, work or visit ⓦ

Local residents will have a better and healthier quality of life and overall the area will feel more safe and attractive. As a result of improving your local park or cemetery and the opportunities you have provided for local people to visit, use, get involved with, and enjoy its heritage, residents will report that they feel greater pride in the local area and/or have a stronger sense of belonging. Communities (which includes the park or cemetery user group) will report a greater sense of shared understanding, ownership and responsibility, and feel confident and knowledgeable in taking actions if problems arise. Visitors to your park or cemetery will tell you that the area has improved as a direct result of your project and what they value about it.

Negative environmental impacts will be reduced

You will have minimised the negative environmental impacts of management operations at your park or cemetery and, if possible, reduced them from a current or baseline position, in the key areas of: energy and water use; and visitor transport. At the end of your project you will be able to report the resources you used for any physical work you undertook and your estimates of the carbon emissions that will result from the ongoing operations at your site, and demonstrate that they are as low as possible.

More people and a wider range of people will have engaged with heritage

There will be more people engaging with your park or cemetery and this audience will be more diverse than before your project. You will be able to show that your audience profile has changed; for example, it includes people from a wider range of ages, ethnicities and social backgrounds; more disabled people; or groups of people who have never engaged with your park or cemetery before. You will be able to show that these changes have come about as a direct result of your project, and particularly your audience development work and community consultation, by collecting and analysing information about the people who engage with the heritage of your park or cemetery – and those who don't or can't visit - before, during and after your project. You will be able to show how more people, and different people, engage with heritage as visitors, participants in activities, members of the park or cemetery user group or as volunteers, both during your project and once it has finished.

4d. What are the main groups of people that will benefit from your project?

First round

Give us an indication of the main groups of people that will benefit from your project.

Second round

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

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

First round

Fill in as appropriate.

Tell us how many visitors you received in the last financial year and how many visitors a year you expect after the project is complete.

Second round

Update with current information.

4f. How many people will be trained as part of your project, if applicable?

First round

Provide an estimate for the number of project staff, volunteers, interns, apprentices and others you will train.

Second round

Update in line with planning work you have done during your development phase.

4g. How many volunteers do you expect will contribute personally to your project?

First round

Provide an estimate.

Second round

Update in line with planning work you have done during your development phase.

4h. How many full-time equivalent posts will you create to deliver your project?

First round

Provide an estimate; only include new posts that will be directly involved in delivering the project.

Second round

Update in line with planning work you have done during your development phase.

Section five:
Project management

5a. What work will you do during the development phase of your project?

First round

Read about the key tasks you need to complete during **your development phase** in **Part Two: Application process**.

Tell us how you will produce all the supporting documents required with your second-round application. These are listed in **Section nine: Supporting documents**.

Second round

You do not need to answer this question.

5b. Who are the main people responsible for the work during the development phase of your project?

First round

- Provide **detailed** information about the team that will work on your development phase, including the person who will take overall responsibility.

- Tell us if you will need extra support from consultants or new staff.

- Explain who is responsible for making decisions and approving changes to your project. Describe the reporting structure and how often meetings will take place.

- Describe how you will choose the staff, services and goods needed during your development phase.

- Tell us whether you will be making changes to the governance of your organisation, to enable you to deliver your project more effectively. You can include the costs of professional support for a governance review as part of your development grant request.

- Tell us about the role of the park or cemetery's user group and/or volunteers during the development phase.

- 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.

You will also need to send us:

- job descriptions for all new posts for your development phase;

- briefs for any consultants for your development phase.

Second round

You do not need to answer this question.

5c. Complete a detailed timetable for the development phase of your project.

First round

Fill in the table with specific tasks during your development phase and tell us who will lead these activities.

- You may find that some of the tasks listed are not relevant to your project. If you already have a conservation plan for your site, you should not need to prepare another.

- Include time for us to grant you permission to start (Please read about **permission to start** in **Part three: Receiving a grant**).

- Tell us when you are hoping to submit your second-round application.

Second round

You do not need to answer this question.

5d. Tell us about the risks to the development phase of your project and how they will be managed.

All projects will face threats and opportunities that you need to identify and manage. We want you to be realistic about the risks your project may face so that you are in a good position to manage them.

First round

Use the table to tell us what the risks are for your development phase. You may find it useful to refer to the help note for question 5g.

When you enter your development phase, it's likely that your project proposal will be quite outline. Information that you gather during your development phase through consultation and survey work may mean that you need longer for your development phase than you had planned for, or that you need to do more investigation than you thought. Thinking about these risks now will help you manage them should they arise.

Second round

You do not need to answer this question.

5e. Who are the main people responsible for the work during the delivery phase of your project?

First round

- Provide **outline** information about the team that will work on your delivery phase, including the person who will take overall responsibility.
- Tell us if you will need extra support from consultants or new staff.
- Explain who is responsible for making decisions and approving changes to your project. Describe the reporting structure and how often meetings will take place.

Second round

- Provide **detailed** information about the team that will work on your delivery phase, including the person who will take overall responsibility.

- Explain who is responsible for making decisions and approving changes to your project. Describe the reporting structure and how often meetings will take place.
- Tell us about the role of the park or cemetery's user group and/or volunteers during the delivery phase.
- Describe how you will choose the staff, services and goods needed during your delivery phase.
- If you are moving an existing member of staff into a post created by this 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.
- You will also need to send us:
  - a project management structure;
  - job descriptions for all new posts;
  - briefs for any consultants.

5f. Complete a summary timetable for the delivery phase of your project.

First round

Identify the main tasks in your delivery phase, including capital work and activities to engage people with heritage.

The heading 'anticipated practical completion date' will automatically appear in the timetable, which refers to the practical completion certificate which will be issued by your contractor towards the end of a capital project. If your project includes capital work, please enter the date this is issued in both the 'start date' and 'end date' columns. This is likely to be most relevant at second round.

Second round

You will need to provide a detailed timetable for your delivery phase with your second-round application. It should contain all parts of your project, such as choosing consultants, any further research or consultation that's necessary, design stages, reviews, activities and evaluation. For projects involving capital works you should include the remaining RIBA stages of the project in line with the RIBA Plan of Work (2013) as well as indicating the anticipated practical completion date. If you are sending us a project business plan, tell us where to find the information in this.

5g. Tell us about the risks to the delivery phase of your project and how they will be managed.

First round

Use the table to tell us what the risks are for your delivery phase.

We want you to be realistic about the risks your project may face so that you are in a good position to manage them. These risks could be:

- technical – for example, discovering unexpected contamination in lake silt;
- financial – for example, a reduced contribution from another funding source;
- organisational – for example, a shortage of people with the skills you need or staff needed to work on other projects;
- economic – for example, an unexpected rise in the cost of materials;
- social – for example, negative responses to consultation or a lack of interest from your target audience;
- management – for example, a significant change in the project team;
- legal – for example, changes in law that make the project impractical; or
- environmental – for example, difficulties in finding sources of timber from well-managed forests.

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

Second round

Revise these risks in line with the development work you have done.

5h. When do you expect the delivery phase of your project to start and finish?

Fill in the boxes.

You will not be able to start the delivery phase of your project until your second-round application has been successful.

5i. Are there any fixed deadlines or key dates that will restrict your project's timetable?

Please tell us about any immovable dates that will affect your project and are beyond your control. For example:

- Dates when partnership funding offers expire or secured funds must be spent by;
- Anniversaries that your project is designed to celebrate;
- External events that are key to your project's success.

Section six:
After the project ends

6a. How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?

Our interest is in a master plan approach for the whole park or cemetery. Successful applications should show how they propose substantial improvement to methods of management and maintenance. We expect that all income gained directly or indirectly as a result of improvements to the site should be ring-fenced for the benefit of the park or cemetery.

You must apply for a Green Flag Award for the park or cemetery in the year immediately following completion of the capital works. You must then apply for and retain the Green Flag Award, with a high level pass mark, each year for a minimum of 7 years.

We can pay for the fees of the Green Flag Award for the individual park or cemetery we have funded.

First round

- Provide **outline** information about how you will maintain the outcomes of your project, which you identified in **Section four: Project outcomes**.

- Tell us about how you will manage and maintain any work you have done. If there is an increase in management and maintenance costs, tell us how much is this likely to be (this should relate to the figure in your budget at question 7f). If there is unlikely to be any increase, tell us how you will maintain any work you have done.

- Tell us about how your project will be financially sustainable.

Second round

- Provide **detailed** information about how you will maintain outcomes of your project, in line with any consultation or research that you did during your development phase.

- Refer to your management and maintenance plan.

- Tell us if and how your organisation will change during the project, and how this will enable you to sustain the benefits of our investment.

6b. Tell us about the main risks facing the project after it has been completed and how they will be managed.

First round

You may find it useful to refer to the help notes for question 5g.

Second round

Update in line with any information that you have gained during your development phase.

6c. How will you evaluate the success of your project from the beginning and share the learning?

First round

Please read about **evaluation** in **Part three: Receiving a grant**.

Before we give you permission to start after a second-round decision, we will expect you to have collected baseline information (where you are now) under each of the 10 Parks for People programme outcomes. You may include the costs of collecting baseline data in your development budget – for example creating bespoke surveys or installing automatic visitor counters at your park or cemetery. Collecting this data now will help you evaluate the change your project makes during your delivery phase.

Second round

Tell us your proposed approach, who will have overall responsibility, and how you will share the evaluation and lessons learnt with similar organisations.

Section seven: Project costs

Here you should provide a summary of your project costs, using a single line per cost heading. As is shown in Section nine, you will also need to provide a separate spreadsheet showing how these summary costs are broken down.

Please note that your grant request will be rounded down to the nearest £100.

Your total project costs must match your project income.

First round

- We expect your development-phase costs to be detailed.
- Your delivery-phase costs should be based on your best estimates.

Second round

- We expect you to provide detailed costs for your delivery phase.
- Your delivery-phase costs may have changed as a result of detailed planning and survey work completed during your development phase.

Please read about **buying goods**, **works and services** in **Part three: Receiving a grant**.

Columns

Cost heading

The costs in this column are summary headings that we ask you to follow.

Description

Please add a general description and include more detail in your separate spreadsheet. There is a word limit of 20 words per description.

Cost

Please insert the relevant costs – without VAT and contingency (money to be used only for unexpected extra costs).

VAT (Value Added Tax)

- Make sure that you only include VAT in this column and not in the costs presented in the third column.
- You may not pay VAT on certain types of work or may only pay it at a lower rate. You should approach HM Revenue & Customs (**www.hmrc.gov.uk**) to check how much VAT you will need to pay.
- If your VAT status changes so you can reclaim more than you expected, you will need to return this to us. We will consider authorising the use of contingency if you underestimate VAT, but we cannot guarantee that this will be approved. It is therefore important to include the correct amount of VAT when applying to us.
- You should make sure that all quotes you get clearly show whether VAT is included or not.

7a. Development-phase costs

First round

Professional fees

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

You can include professional fees for supporting the development of your activity plan, conservation plan, management and maintenance plan, designing project monitoring and evaluation, and a business plan, if required.

In your separate spreadsheet, you must use a separate line for each consultant.

New staff costs

Include costs of new fixed-term contracts, secondments (people who are temporarily transferred to your organisation) and the costs of freelance staff to help develop your project. Do not include the costs of paying trainees here. In your separate spreadsheet, you must use a separate line for each new member of staff.

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

- If you have a suitably qualified member of staff on your payroll that you are moving into the post created by your HLF scheme. You will need to provide a job description for this post.

- If you have a suitably qualified member of staff on your payroll whose hours you are extending so that they can work on the scheme. In this case we will fund the cost of their additional hours spent on the scheme and you will need to tell us about the role they will undertake.

- If you are a voluntary organisation and are including a proportion of a staff member's time in your Full Cost Recovery calculation.

If you are moving an existing member of staff into a post created by the scheme, then we can either pay for the cost of this member of staff, or for the cost of backfilling their post. All salaries should be based on sector guidelines or similar posts elsewhere.

Recruitment

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

Other

Include all other costs you know about at this stage.

Full Cost Recovery

Please read about **Full Cost Recovery** in **Part one: Introduction**.

Contingency

Make sure that you only include your required contingency here and not distributed across the other cost headings in the application. The calculation of your required contingency should reflect:

- the degree of certainty with which you have arrived at your project's cost estimates;

- the stage of design or development work completed;

- the project timetable and any restrictions such as immovable deadlines associated with it; and

- the risks in relation to the type of project you are carrying out.

If your project is following HLF's two round process we would normally expect a larger contingency at the first round than at the second round because the project risks should reduce as you develop your project.

The level of appropriate contingency to include can be calculated –

- As an overall percentage of your estimated project cost and benchmarked against recently completed projects of a similar type to ensure it is appropriate

or

- As different contingency percentages applied to each major cost element of your project (eg design development, planning and approvals, construction if relevant) reflecting the differing risks and progress made against these aspects of your project.

We will only agree to you using the contingency if you can demonstrate that it is a planned mitigation measure against an identified risk or issue for the project, or is required to address an unexpected need within your project that if left unaddressed will affect the scope, purpose or timescales to deliver your project.

Non-cash contributions

Include items or services that you receive without charge, for example a donation of materials from a local firm or the use of a room. We only accept non-cash contributions if they are costs we could pay for with cash.

Volunteer time

Include the time that volunteers will give to helping you develop your second-round application.

You should use the following rates for different types of work.

- Professional labour – £350 a day. For example – accountancy or legal advice.
- Skilled labour – £150 a day. For example, administrative work.
- Unskilled labour – £50 a day. For example, working as a steward at a consultation event.

Second round

You do not need to answer this question.

7b. Development-phase income.

First round

Please read about **your contribution** in
Part one: Introduction.

Cash

- We accept cash funding from any public, charitable or private source, including European programmes.
- You can use funding from another Lottery distributor to contribute towards your project as partnership funding. However, this can't count towards your minimum contribution of 5% or 10%, which must be made up of contributions from your own or other sources, not including the National Lottery.
- You do not have to have all the contributions in place when you apply to us. However, you must have them by the time you are ready to apply for permission to start.
- We will assess whether your partnership funding expectations are realistic.

Non-cash contributions and volunteer time

These should be the same figures that you provided in question 7a.

Second round

You do not need to answer this question.

7c. Development-phase financial summary.

The form will generate a summary of your total project development cost, development-grant request and your own contribution.

7d. Delivery-phase capital costs.

First and second round

This includes any capital work to heritage assets, as well as interpretation, and producing digital outputs.

Purchase price of items or property

For all heritage items you buy.

Repair and conservation work

Includes the costs of work to repair, restore or conserve a heritage item, building or site, including infrastructure.

New building work

Includes building costs (labour and materials) for any new building or extension to an existing building, any new landscaping, new or extensions to play facilities, new paths, new security equipment, new features, new planting or creating wildlife habitats in the park or cemetery.

Other capital work

Includes the costs of refitting a building, new interpretation, or making and installing new displays for exhibitions.

Equipment and materials

This includes all equipment and materials relating to repairs, conservation and building work. Do not include materials relating to training here.

Digital outputs

Includes the cost of anything created in a digital format which is designed to give access to heritage and/or to help people learn about heritage.

Other

Please list any other items that you consider to be capital costs.

Professional fees relating to any of the above

This includes any person appointed for a fixed fee to help with planning and delivering capital work in your project. This may include a project manager, architects or a quantity surveyor.

7e. Delivery-phase activity costs.

First and second round

This includes everything you plan to do in your project that you have not covered in capital costs.

New staff costs

For information on new staff posts, please see the help note for question 7a.

Training for staff

This includes the cost of all trainers and resources needed to deliver activities to help staff gain new or increased skills.

Paid training placements

This includes bursaries or payments to trainees, as well as all resources needed to deliver activities to help trainees gain new or increased skills. For example – accreditation costs, trainers' fees, equipment and any specialist clothing.

Training for volunteers

This includes the cost of all resources needed to deliver activities to help volunteers gain new or increased skills.

Travel for staff

This may include the cost of travelling to a site or venue. Travel costs by car should be based on 45p a mile.

Travel and expenses for volunteers

This may include food, travel and any other expenses to ensure volunteers are not out of pocket. Travel costs by car should be based on 45p a mile.

This also includes the purchase and hire of all vehicles, equipment and materials relating to the activities that your volunteers deliver during your project.

Equipment and materials

Examples may include historic costumes, hard hats to give site access, art materials or leaflets and publications. Do not include materials relating to training or volunteers here.

Other

Include any other costs such as food for events, learning activities or premises hire. Please give a clear description.

Professional fees relating to any of the above

This includes any person appointed for a fixed fee to help with planning and delivering the activities of your project. This may include consultants or artists and storytellers.

7f. Delivery phase – other costs.

First and second round

Recruitment

You must recruit any project manager using a brief and an appropriate selection process.

Publicity and promotion

We can fund promotional materials that relate directly to your project.

- If we give you a grant, you must publicise and acknowledge this so that as many people as possible know about the benefits of Lottery funding for heritage.
- Please read about **acknowledgement** in **Part three: Receiving a grant**.

Evaluation

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

We can also fund surveys, membership and/or other visitor monitoring tools.

We recommend budgeting for evaluation in the following ways. As a minimum:

- Projects under £250,000 should allow a budget of up to 3% of their total costs
- Projects between £250,000 and £1,000,000 should allow a budget of up to 7% of their total costs
- Projects over £1,000,000 should allow a budget of up to 10% of the total project costs

Other

Include any other costs. In your separate spreadsheet, please include a clear description.

Full Cost Recovery

Please read about **Full Cost Recovery** in **Part one: Introduction**.

Contingency

For information about contingency please see the help notes for question 7a. We would normally expect a smaller contingency at the second-round than at the first-round because the project risks should reduce as you develop your project.

Inflation

You should include an allowance for inflation for any items that may increase in cost over the period of your project.

The calculation must be as realistic as possible and relate to your project timetable.

For the construction elements of projects we expect you to use the relevant sector specific indices (for example BCIS) to calculate the inflation allowance as construction sector inflation usually varies from general inflation in the economy. If in doubt please seek guidance from a Quantity Surveyor.

Increased management and maintenance costs (maximum five years)

In your separate spreadsheet, add separate lines for:

- New staff costs per year (name and cost of each post) x number of years (maximum five);
- Other increased costs per year x number of years (maximum five).

Increased management and maintenance costs begin when the capital works are complete.

Non-cash contributions

For information about non-cash contributions, please see the help notes for question 7a.

Volunteer time

Include the time that volunteers will give to helping you deliver your project. Please refer to the rates listed in question 7a.

7g. Delivery-phase income.

First and second round

Please read about **your contribution** in **Part one: Introduction**.

Cash

For information about cash partnership funding, please see the help note for question 7b.

Non-cash contributions, volunteer time and increased management and maintenance costs

These should be the same figures that you provided in question 7f.

7h. Delivery-phase financial summary

First and second round

The form will generate a summary of your total project delivery cost, delivery-grant request and your contribution.

7i. If cash contributions from other sources are not yet secured, how do you expect to secure these and by when?

First round

If you need to raise funds during your development phase, tell us how you will do this.

Second round

You do not have to have all the contributions in place when you apply to us. However, you must have them by the time you are ready to apply for permission to start your delivery phase or a realistic plan for raising them.

7j. If you have included Full Cost Recovery, how have you worked out the share that relates to your project?

Please read about **Full Cost Recovery** in **Part one: Introduction**.

Section eight: Additional information and declaration

This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application.

When you submit your online form, you are confirming that you have read, understood and agree with the statements set out in the declaration.

Section nine: Supporting documents

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

- There may be some documents listed on the online form which are not relevant to this grants programme. Mark these as 'not applicable'.

- There may be some documents which are listed here, but are not listed on the online form. Please submit these as 'additional documents'.

- If you attach more than 10 documents, or if the total size of the attachments exceeds 20 megabytes, you will not be able to save or submit your form. If you have more documents or very large documents, please email them to your local HLF office.

First round

1. Copy of your organisation's constitution, unless you are a public organisation. If you have sent a copy of your constitution with a previous grant application (since April 2008) and no changes have been made to it, you do not need to send it again. Tell us the reference number of the previous application.

2. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed.

3. Copy of your organisation's audited accounts for the last financial year. This does not apply to public organisations.

4. Spreadsheet detailing the cost breakdown in **Section seven: Project costs**.

5. Calculation of full cost recovery included in your development-phase costs (if applicable).

6. Briefs for development work for internally and externally commissioned work.

7. Job descriptions for new posts to be filled during the development phase.

8. A small selection of images that help illustrate your project including photographs. It would be helpful if these are in digital format (either as an attachment or on disk).We will use these images to present your project to decision makers so please make sure they are of high quality. Please read about **images** in **Part three: Receiving a grant**.

9. A survey plan of the park or cemetery, as it is now, labelling all the main features, facilities and access points.

Second round

For all projects:

1. A conservation plan.

2. An activity plan.

3. A project timetable.

4. Cash flow for the project.

5. The project management structure.

6. Spreadsheet detailing the cost breakdown in **Section seven: project costs**.

7. Calculation of Full Cost Recovery included in your delivery-phase costs (if applicable).

8. Briefs for internally and externally commissioned work.

9. Job descriptions for new posts to be filled.

10. Copies of deeds, leases, mortgages or other proof of ownership.

11. A small selection of images that help illustrate your project including photographs. It would be helpful if these are in digital format (either as an attachment or on disk). We will use these images to present your project to decision makers so please make sure they are of high quality. Please read about **images** in **Part three: Receiving a grant**.

12. Design specification.

13. A management and maintenance plan.

14. Evaluation reporting spreadsheet.

15. A master plan.

16. A business plan (if requested).

Appendices

Appendix 1:
Property ownership

If you are successful with your Parks for People application, we expect you to own any property (land, buildings, heritage items or intellectual property) on which you spend the grant. If we award you a grant, we may require a charge on the land, buildings or heritage items.

Land and buildings

For projects involving buying or carrying out capital work to land or buildings, we expect you to own the freehold or have a lease of sufficient length for you to fulfil our standard terms of grant. If you do not meet our ownership requirements, we will need you to improve your rights (for example, by changing or extending a lease) or include the owner as a partner in your application, if applicable.

- For projects involving work to a building or land, if your organisation does not own the freehold, you will need a lease with at least 20 years left to run after the expected date of your project's completion.

- If you are carrying out work to privately owned memorials (such as those in a cemetery) you must take all reasonable steps to gain permission for the repairs to take place.

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

- We do not accept leases with break clauses (these give one or more of the people or organisations involved the right to end the lease in certain circumstances).

- We do not accept leases with forfeiture on insolvency clauses (these give the landlord the right to end the lease if the tenant becomes insolvent).

- You must be able to sell on, sublet and mortgage your lease but if we award you a grant, you must first have our permission to do any of these.

Heritage items

For projects involving buying a heritage item or carrying out conservation work to a heritage item (for example, a painting or original design drawings), we expect you to buy or own the item outright.

Digital outputs

If you create digital outputs we expect you either to own the copyright on all the digital material or to have a formal agreement with the copyright owner to use the material and to meet our requirements – see **Appendix 2: Digital outputs**.

The information we need about ownership

With your first-round application

You will need to provide the information requested in the application form.

At permission to start your development phase

If you already own the property, send us proof of ownership as referred to in the list of supporting documents for the second round. This will give us an opportunity to advise you if you need to increase your rights to meet our minimum requirements.

With your second-round application

You will need to provide proof of your ownership or your right to use the property, as referred to in the list of supporting documents. If you do not own the property, you must tell us who does. They may need to be bound into the terms of grant.

Appendix 2: Digital outputs

We have specific requirements, which are set out in our terms of grant, for **'digital outputs'** produced as part of any project. We are using the term 'digital output' to cover anything you create in your project in a digital format which is designed to give access to heritage and/or to help people engage with and learn about heritage, for example a collection of digital images or sound files, an online heritage resource or exhibition, or a smartphone app.

The requirements do not apply to digital material that has no heritage content or does not engage people with heritage, e.g. a website that contains only information about your organisation/project, visitor information or events listings.

All digital outputs must be:

- '**usable**' for five years from project completion;
- '**available**' for as long as your terms of grant last;
- **free of charge for non-commercial uses** for as long as your terms of grant last; and
- **licensed for use by others** under the Creative Commons licence 'Attribution Non-commercial' (CC BY-NC) for as long as your terms of grant last, unless we have agreed otherwise.

If you are creating digital outputs:

- You **must** provide a management and maintenance plan with your second-round application.
- You **may** include the value of the increased future costs of management and maintenance for five years as partnership funding.

We expect:

- websites to meet at least W3C Single A accessibility standard;
- you to use open technologies where possible; and
- you to contribute digital outputs to appropriate heritage collections.

Appendix 3: Buying land and buildings

Overview

We can fund projects that involve the purchase of land and/or buildings which are associated with the park or cemetery, and are at or below market value. The principal reasons for purchase must be a benefit for long-term management of heritage and for public access.

If you already manage the land and/or buildings that you want to buy, you will need to show us what extra benefits the purchase will bring. You will need to show that all options for entering into an appropriate management agreement with the freehold owner have been explored before seeking a grant for purchase.

We can help you to buy land and/or buildings if they were originally part of the park or cemetery, and the purchase will:

- conserve the heritage;
- increase access and understanding; and
- improve long-term management.

We will not support purchases which we think are above market value. If we award you a grant, we may require a charge on the land and/or buildings. We can fund all associated purchase costs such as agent's fees, saleroom fees and taxes. Please ensure these are reflected in your cost table.

If your project includes **buying a heritage item, land or building**, the terms of the grant will last in perpetuity. If you wish to dispose of what you have bought in future, you can ask for our permission. We may claim back our grant.

The information we need about the purchase

With your second-round application, you will need to provide:

- a location plan to scale, clearly identifying the extent of the land or building to be purchased and any relevant access to the land and building;
- one independent valuation. This should include a detailed explanation of how the assessment of the market value was reached. We welcome valuations by the District Valuer. We may also arrange for our own valuation. We will normally be prepared to support a purchase at a figure up to 10% above the top of any range in an accepted valuation;
- evidence that the current owners are the owners (have legal title) and have the right to both sell the land and/or building and transfer the title to the new owner; and
- evidence of any legal covenants, or rights (such as fishing, shooting, mineral, drainage), or long- or short-term tenancies, or rights of way or access, or any other interests which are attached to the land or building.

Appendix 4: Reducing negative environmental impacts

Here we have listed which environmental issues we think are likely to be important to projects, and what we think it should be possible to achieve for each of them. However, measures intended to reduce the energy use in your building can sometimes have unintended harmful consequences for the building fabric and need to be carefully considered. Further information is available in our Building Performance Guidance.

In question 3a of the application form, provide details on all of the issues you believe to be relevant to your project, and tell us about what your project will **do** to reduce environmental impacts. In question 4c, you will tell us what the **difference will be** in the environmental impact of your heritage/site, as a result of these actions.

Energy

- Design and construct building which has no need of a heating system and which uses natural ventilation (new build only)
- Achievement of energy efficiency to at least that required by Building Regulations
- Install appropriate renewable energy technologies
- Install heat recovery from wastewater systems
- Install appropriate electrical circuits to enable the later addition of photovoltaic technology
- Installation of energy-efficient equipment and fittings
- Use of natural insulation materials

Water

- Install flow-reducing valves to pipe work that is not used for high volumes of water
- Install aerated taps and other water-saving fittings
- Install Sustainable Urban Drainage Systems (SUDS)
- Install greywater systems (new build only

Building materials/construction waste

- Use of traditional products and building materials
- Use of local products
- Use of products with low embodied energy
- Paints, varnishes and other finishes to be natural-oil- or water-based, and not petrochemical- or solvent-based
- Incorporate reused materials from your existing building (refurbishments only)
- 10% of spend on construction materials to be on recycled materials
- Adopt a site waste management plan

Soil, timber and biodiversity

- No peat to be used
- All timber to come from proven legal and sustainable sources
- Biodiversity impact assessments to be carried out before work starts
- Enhance the overall biodiversity interest of the site

Visitor transport

- Monitor and set targets for the percentage of visitors and other site users arriving by public transport (for all projects at sites that attract visitors for at least three months of the year)
- Hard surfacing should be from natural or recycled materials, in keeping with the local environment and incorporating SUDS.

Appendix 5: Rethinking Parks and supporting innovation

The Heritage Lottery Fund and Big Lottery Fund teamed up with innovation charity Nesta to run Rethinking Parks, an experimental programme designed to find, test and measure the impact of new ideas to sustain public parks.

The UK's public parks are at risk. As local authority funding comes under pressure, parks face cuts of 60 per cent and more. Efficiency savings and increasing concession income won't be enough to make budgets balance. With no statutory requirement on local authorities to maintain parks, many are considering selling off or closing them. For parks that remain in public hands, the loss of funding and skilled staff raises the threat of serious deterioration.

We never anticipated that all ideas would work, or that any model would completely replace the need for local authority funding. What we have found, however, is that there are a number of approaches parks teams can use to help close the funding gap.

More information, including the Learning to Rethink Parks report, tips from the projects themselves and more detailed guides on how the were projects delivered can be found on the Nesta website: **http://www.nesta.org.uk/project/ rethinking-parks**

As part of a wider Parks for People project we can fund the costs of exploring new, different and innovative approaches to managing your park in future.

Glossary

Activities: We describe anything in your project that isn't capital work as 'activities'. Often these will be activities to engage people with heritage.

Activity plan: This document sets out everything you want to do in your project that is not capital work.

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

Conservation plan: This document helps you to understand why your heritage is important and to whom. It helps you take an overall view, and it sets out a framework of policies that will help you make decisions about how to look after your heritage whilst ensuring it continues to be used, enjoyed and made accessible.

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

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

Development-grant request: The amount of money you request from us towards your development phase.

Development phase: This is when you develop your second-round application.

Digital output: We use the term 'digital output' to cover anything you create in your project in a digital format which is designed to give access to heritage and/or to help people engage with and learn about heritage; for example a collection of digital images or sound files, an online heritage resource or exhibition, or a smartphone app.

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

First-round application: Your first-round application is when you provide us with detailed information about your development phase and outline information about your delivery phase. This application will include a delivery-grant request and a development-grant request if necessary.

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

Green Flag Award: The Green Flag Award scheme, judged against eight key criteria, is the benchmark national standard for parks and green spaces in the UK and rewards the best green spaces in the country.

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.

Management and maintenance plan: This document sets out what maintenance and management you need to do, when you will do it, and who will do it. It also tells us how much it will cost and how you will monitor the work.

Master plan: a method of presenting to others your outline, or agreed vision, for how the site will be used in the future. It is usually presented as an illustrative plan, based on a survey of how the site looks now drawn to a suitable scale. The drawn plan is best accompanied by a supporting written statement, explaining the proposals, why they are needed and why they have been chosen.

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 a book, a new exhibition, a workshop, or conservation work to a building.

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

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 last for at least 20 years from this date.

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'.

RIBA work stage: A numerical outline plan from 1 to 7 which organises the process of managing and designing building projects and administering building contracts into a number of work stages, as defined by RIBA (Royal Institute of British Architects).

Second-round application: Your second-round application is when you provide us with detailed information about your delivery phase. This application will include your delivery-grant request.

Survey plan: A plan of a park or cemetery as it is now, labelling all the main features, facilities and access points.

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, in an archaeology project, the time of a volunteer who has organised a public dig can be included, but not the time of people learning to dig.

Weighted outcomes: These are the outcomes that we value the most, and we will give them extra weight during assessment.