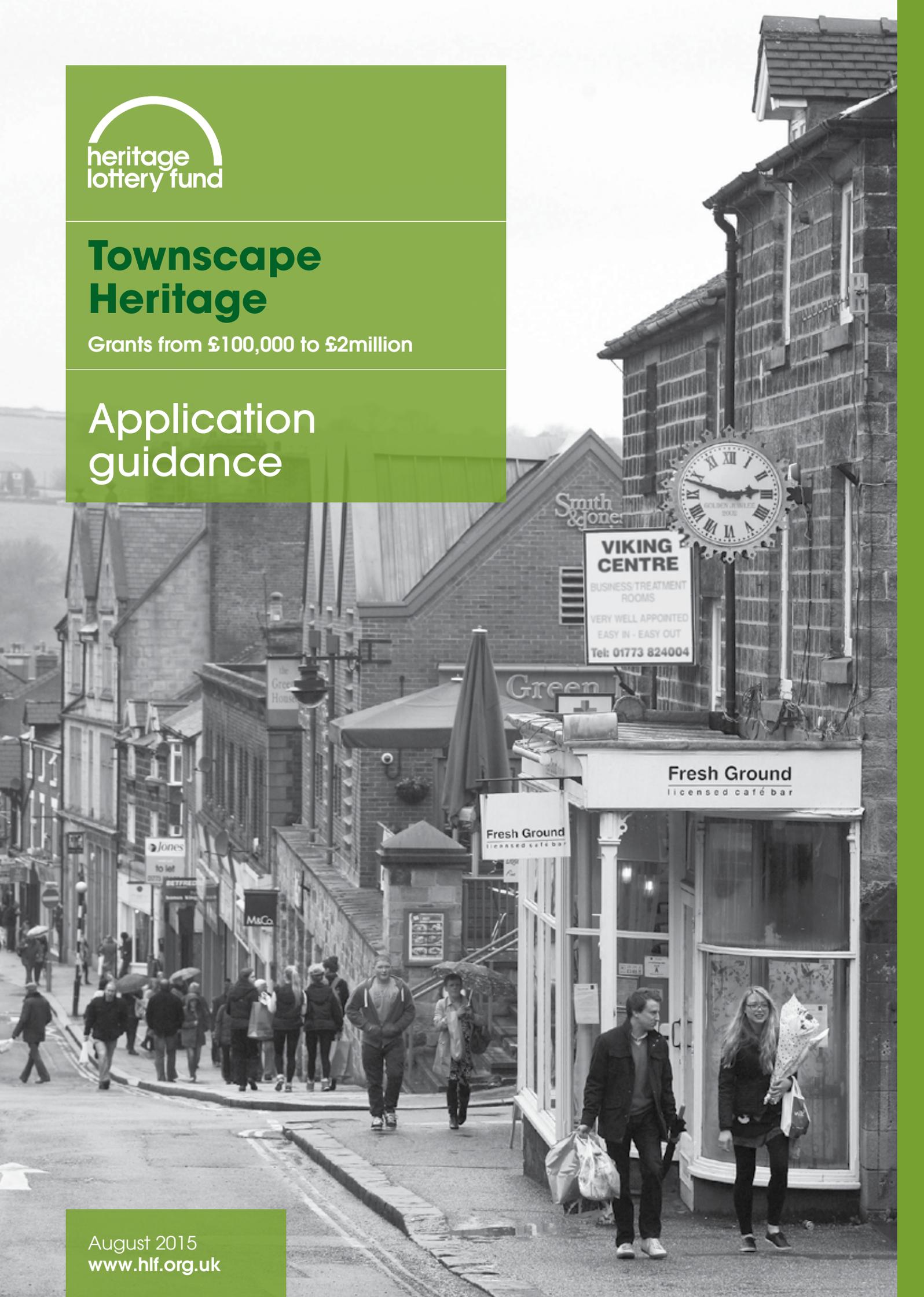




# Townscape Heritage

Grants from £100,000 to £2million

## Application guidance



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# Part one: Introduction

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## Welcome

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The Townscape Heritage programme is for schemes which help communities improve the built historic environment of conservation areas in need of investment across the UK. We support partnerships of local, regional and national interests that aim to regenerate economically disadvantaged historic areas for the benefit of local residents, workers and visitors. You can apply for a grant from £100,000 to £2million. The application process is in two rounds.

### 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 the 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 and we have defined some of the terms we use in a **glossary** at the back.

## Help we offer

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### 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 Townscape Heritage 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 schemes 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.

We expect that an applicant will work with a range of partners in delivering a Townscape Heritage scheme, whether they apply as a single body (for example, a local authority) or as a formal partnership. If you are applying as a formal 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 scheme will be managed.

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

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

Central to the delivery of a Townscape Heritage scheme is a joint funding pot, made up of our grant, together with your funds and funds from other partners from which grants are made. You can spend this funding either directly by ordering and managing work yourselves, and/or by providing grants to others, including private owners or for-profit organisations, to carry out work to their properties where they contribute to the aims of the overall scheme. In such instances, we expect public benefit to be greater than private gain. These are known as **third-party grants**. For more information, please see [Appendix 9: Third-party grants](#).

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

- 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 schemes that make a **lasting difference for heritage, people and communities** in the UK. A Townscape Heritage scheme is made up of a balanced portfolio of projects that together have the potential to regenerate and transform conservation areas in need of investment. These schemes should aim to halt and reverse the decline of historic townscapes by creating attractive, vibrant and interesting places where in the future people will want to live, work, visit and invest. This will be achieved by funding physical works to repair and enhance the historic area in order to encourage business confidence, by providing local people with the opportunity to learn new skills, and by inspiring the local community to take an interest in and get involved with their townscape heritage.

By townscape we mean an area where there is a mixture of buildings and uses, and which may include residential or retail or other business uses. It will be part of a designated conservation area, or you will demonstrate a clear and convincing intention to secure designation before the delivery phase begins. You will also show how your scheme will support

the economic and social enhancement of the historic townscape in line with wider regeneration strategies for the area.

When we say **scheme**, 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.

Funding can be provided for works that include:

- carrying out structural and external repairs to buildings;
- repairing or reinstating elements of architectural detail, such as shop fronts
- work to bring vacant buildings back into use.

In addition, funding can be provided for:

- improvements to the public realm and the authentic restoration of features;
- good-quality and sympathetic development in gap sites, where these do not form the main focus of the scheme.

We can fund activities to help people engage with the heritage, including:

- providing training in traditional conservation skills for contractors and trainees;
- bringing the community together to explore their heritage through, for example, open days, exhibitions and tours;
- demonstrations of good maintenance techniques for property owners.

We also support work to help you develop and run your project, such as:

- valuations, professional fees, or the costs associated with getting statutory permissions;

- research and strategic planning work to safeguard the long-term approach to conservation;
- preparing a Conservation Area Management Plan;
- employing project staff.

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:

- schemes outside of the UK;
- schemes where the main focus is meeting your legal and/or statutory responsibilities such as the Equality Act 2010 which incorporates the Disability Discrimination Act;
- promoting the cause or beliefs of political and faith organisations;
- schemes where the main focus is:
  - an urban park;
  - an active place of worship;
  - a single building.

In these cases, one of our other grant programmes may be more appropriate. If your scheme is designed to **benefit people in Wales**, we expect you to make appropriate use of the Welsh language when you deliver your scheme.

## 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 outcomes are drawn directly from our research into what HLF-funded Townscape Heritage schemes have actually delivered.

Your scheme will need to contribute towards all eight outcomes listed here.

We will consider the quality of the outcomes that your scheme will achieve and anticipate that you will contribute to some more than others.

We describe the outcomes we value most as weighted outcomes.

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

**W** Weighted

### Outcomes for heritage:

With our investment, heritage will be:

- better managed
- in better condition **W**

### Outcomes for people:

With our investment, people will have:

- developed skills
- learnt about heritage

### Outcomes for communities:

With our investment:

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

## Costs we can cover

### Direct costs

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

Direct costs include:

- capital work, including repairs, improvements to the public realm, and new development in gap sites;
- research, such as further architectural or historical research, or options appraisals related to specific properties;
- activities to engage people with heritage;
- payments/bursaries for trainees;
- new staff posts to deliver the scheme;
- extra hours for existing staff to deliver the scheme;
- the cost of filling a post left empty by moving an existing member of staff into a post created for the scheme;
- professional fees;
- evaluation; and
- promotion.

Direct 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 scheme); 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 scheme. 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 organisations, 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 cover a proportion of the cost of an existing member of staff, as long as they are not working exclusively on the HLF-funded scheme.

Recognised guidance on calculating the Full Cost Recovery amount that applies to your scheme is available from organisations such as the Association of Chief Executives of Voluntary Organisations (ACEVO) ([www.acevo.org.uk](http://www.acevo.org.uk)) and Big Lottery Fund ([www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk)). You will need to show us how you have calculated your costs, based on recent published accounts. You will then need to tell us on what basis you have allocated a share of the costs to the scheme you are asking us to fund, and we will assess whether this is fair and reasonable.

## Your contribution

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We ask you and your partners to make a contribution towards your scheme. 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.

You should include the contribution from third-party grantees or private developers towards the total project costs of any high and medium priority and reserve projects they will be involved with.

- If your total grant request is **less than £1million**, your partnership 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**, your partnership 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

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### Freedom of information and data protection

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

### 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

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

First-round applications need to be submitted by **31 August** for a decision in the following January. Read about **how decisions are made** for more details.

If you are successful, you will have up to 12 months to develop your second-round submission.

We assess your second-round submission in three months and then it goes to your local committee for a decision. Local committees meet four times a year, usually in March, June, September and December.

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 submission, using the development grant you may have requested.



### Second-round submission

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



### Delivery phase

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

## First-round application and second-round submission

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

Information about	First-round application	Second-round submission
<b>Activities</b>	<p><b>Outline</b> proposals:</p> <ul style="list-style-type: none"> <li>Who is your scheme likely to involve</li> <li>The nature and range of activities that will engage people with heritage</li> </ul>	<p><b>Detailed</b> proposals:</p> <ul style="list-style-type: none"> <li>A detailed Activity statement, showing all of the activities in your scheme. (This will be included in your Detailed Scheme Plan)</li> </ul>
<b>Capital work</b>	<p><b>Outline</b> proposals:</p> <ul style="list-style-type: none"> <li>A Conservation Area Appraisal</li> <li>An Outline Scheme Plan identifying <b>high, medium</b> priority and <b>reserve</b> target properties, and any public realm, or gap sites</li> <li>An initial breakdown of the capital work you plan to deliver</li> <li><b>Outline</b> proposals for architectural elements</li> <li><b>Outline</b> proposals for non-architectural elements, such as interpretation or digital outputs</li> </ul>	<p><b>Detailed</b> proposals:</p> <ul style="list-style-type: none"> <li>A Conservation Area Management Plan</li> <li>A Detailed Scheme Plan for the work you will deliver to the <b>high, medium</b> priority and <b>reserve</b> projects</li> <li><b>Detailed</b> plans and proposals for other capital work</li> <li><b>Detailed</b> plans for architectural elements</li> <li><b>Detailed</b> plans for non-architectural elements, such as interpretation or digital outputs</li> </ul>
<b>Project outcomes</b>	<ul style="list-style-type: none"> <li><b>Outline</b> information about the outcomes your scheme might achieve</li> </ul>	<ul style="list-style-type: none"> <li><b>Detailed</b> information about the outcomes your scheme will achieve, and how you will measure them</li> </ul>
<b>Project management</b>	<ul style="list-style-type: none"> <li><b>Detailed</b> information about the work you will do during your development phase</li> <li><b>Detailed</b> information about how you will manage your development phase, including briefs for work to be undertaken by consultants and new job descriptions</li> <li><b>Detailed</b> timetable for your development phase</li> <li><b>Outline</b> information about how you will manage your delivery phase</li> <li><b>Outline</b> timetable for delivery phase</li> </ul>	<ul style="list-style-type: none"> <li><b>Detailed</b> information about how you will manage your delivery phase, including briefs for work to be undertaken by consultants and new job descriptions</li> <li><b>Detailed</b> timetable for your delivery phase</li> <li>Information on how you will calculate and make decisions about third-party grants</li> </ul>
<b>After the project ends</b>	<ul style="list-style-type: none"> <li><b>Outline</b> information about how you will sustain the outcomes of your scheme after HLF funding has ended, including meeting additional running costs</li> </ul>	<ul style="list-style-type: none"> <li><b>Detailed</b> information about how you will sustain the outcomes of your scheme after HLF funding has ended, including meeting additional running costs</li> <li>An end use plan for any vacant buildings included in the scheme</li> <li><b>Detailed</b> information about how you will evaluate your scheme</li> <li>The Conservation Area Management Plan must include a fully costed management and maintenance plan</li> </ul>

Information about	First-round application	Second-round submission
<p><b>Costs</b></p>	<ul style="list-style-type: none"> <li>● <b>Detailed</b> costs for your development phase</li> <li>● <b>Outline</b> costs for your delivery phase</li> <li>● Possible sources of partnership funding for your delivery phase and/or a fundraising strategy for your development phase</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Detailed</b> costs for your delivery phase</li> <li>● An indication that you will have secured your first year’s partnership funding before you start your delivery phase and evidence of indicative support for the following years</li> </ul>

## Your development phase

We understand that your scheme 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 scheme during your development phase to see how you are progressing with your second-round submission and additional documents.

### Guidance

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

- *Activity plan guidance*. This will help you think about your Activity statement.
- *Management and maintenance plan guidance*. This will help you write the management and maintenance plan that you must include in the Conservation Area Management Plan.

All of these documents can be found on the Heritage Lottery Fund (HLF) website: [www.hlf.org.uk](http://www.hlf.org.uk)

### Additional guidance

You may also find it helpful to read the guidance produced by the statutory agencies which can help you develop your Conservation Area Management Plan.

<http://www.english-heritage.org.uk/publications/understanding-place-conservation-area/>

[http://cadw.wales.gov.uk/docs/cadw/publications/Conservation\\_Principles\\_EN.pdf](http://cadw.wales.gov.uk/docs/cadw/publications/Conservation_Principles_EN.pdf)

<http://www.scotland.gov.uk/Publications/2004/12/20450/49052>

[http://www.planningni.gov.uk/index/policy/policy\\_publications/planning\\_statements/pps06-archaeology-built-heritage.pdf](http://www.planningni.gov.uk/index/policy/policy_publications/planning_statements/pps06-archaeology-built-heritage.pdf)

#### Key tasks to carry out during your development phase:

1. Produce your detailed Conservation Area Management Plan.
2. Undertake the detailed condition surveys and any investigations necessary to fully establish the costs of the capital works and develop your Detailed Scheme Plan and proposals.
3. Consider how you will administer your third-party grant scheme including how you will calculate grant rates. Prepare third-party grant application forms.
4. 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 statement.
5. 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.
6. Develop detailed timetable, costs and cash flow for your delivery phase.
7. Consider how you will sustain scheme outcomes after funding has ended, and how you will meet any additional running costs. Prepare a management and maintenance plan. This will form an integral part of your Conservation Area Management Plan.
8. Consider how you will evaluate your scheme, and collect baseline data so that you can measure the difference your scheme makes.
9. Consider how you will buy goods, works and services during your delivery phase.
10. Consider how you will acknowledge our grant.
11. 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 submission.

## How we assess applications

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

- What is the heritage focus of the Townscape Heritage scheme?
- Is the scheme part of a wider plan or initiative for the area?
- What is the need or opportunity that the scheme is responding to?
- Why does the scheme need to go ahead now and why is Lottery funding required?
- What outcomes will your scheme achieve?
- Does your scheme offer value for money?
- Is the scheme well planned?
- Is the scheme financially realistic?
- Will the outcomes be sustained after the scheme has ended?

## How decisions are made

Your application will be in competition with other schemes from across the UK at the first round only.

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

All first-round decisions for Townscape Heritage are taken by our Board of Trustees once a year in January. Trustees decide whether to offer a development grant (if requested) and set aside funding for your scheme.

At second round, decisions are made by the relevant committee in Northern Ireland, Scotland, Wales or England every three months. If your delivery-grant request remains the same and we are satisfied you will meet the Townscape Heritage outcomes, we will offer you the full grant we have set aside for you at the first round.

If your delivery-grant request changes between the first and second round, or you intend to significantly change the scale and/or nature of projects for which we have awarded you a grant, the submission may be required to return to the Board of Trustees for a decision at the next available meeting and it will either be approved or rejected.

# 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 for **10 years from the Scheme Completion Date**, or when all third-party contracts end, whichever is later, with the following exception:

- If your scheme 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 must ask for our permission. We may claim back our grant.

You will be responsible for the full administration of the third-party grant scheme, including all stages of the process: inviting applications, approving them, inspecting the standard of the works, obtaining evidence of spending, making grant payments and monitoring compliance with the conditions of third-party contracts.

For each grant to third parties we expect the individual grant conditions to apply for 10 years from scheme completion. For more information read [Appendix 9: Third-party grants](#).

## Acknowledgement

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

## 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.

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## 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 scheme, or a monitor who will help review risks. We will review your scheme at suitable stages.

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## 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.

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## Grant payment

When you are awarded a grant, we will calculate the percentage of cash that we are contributing towards the scheme. 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 scheme 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 scheme.

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

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

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

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.

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 scheme may be covered by European Union (EU) procurement rules if it exceeds the thresholds noted below. This will require that all services for both fees and construction will need 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 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 the 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 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.

**These requirements will also apply to any grantees that are offered a grant from the third-party grant fund.**

## State aid

State aid is defined by the treaty establishing the European Commission as “any aid granted by a Member State which distorts or threatens to distort competition by favouring certain undertakings or the production of certain goods.”

The National Lottery is regarded as a supplier of state resources alongside national, regional and local government bodies. It is your responsibility to check whether state aid clearance is required. You should seek legal advice if you are unsure whether your project will require clearance.

## 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 scheme 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 scheme. You can include the cost of this in your budget. During the development phase you should consider the long-term outcomes of your scheme. You will need to gather baseline information which will help you to assess the overall success of your scheme.

As you develop each individual project, you should specify its outputs. You will need to send HLF an **evaluation report** showing target or achieved outputs at the end of your development phase, at mid-point of delivery and at project completion.

You must send us an evaluation report before we pay the last 10% of your grant.

Please see **Appendix 1: Evaluation report** for an outline of the quantitative information you will need to collect during your scheme. You should provide information on the work you carried out to historic buildings, the uses of the buildings before and after each individual project, and the numbers of people employed in each building before and after. We will also ask for details about the activities you ran as part of the scheme, the amount of training and volunteer involvement in your scheme, and any extra staff you have taken on. These numbers will not, on their own, tell the whole story of what your scheme is about, and your evaluation report will need to go ‘beyond the numbers.’

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

# Part four: Application form help notes

Our application form is used across several HLF programmes. Where questions ask you to tell us about your 'project', please tell us about your scheme, referring to individual projects within it.

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

**Second-round applicants:** As part of your development phase, you will have produced a range of documents to support your second-round submission. Where necessary, refer to these in your application form, rather than repeating information, specifying on which page we can find the 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 scheme will be delivered in partnership, please insert the address of the lead applicant organisation.

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

Fill in as appropriate.

Your scheme will include a number of target properties. See Q 3a and **Appendix 6: The Outline and Detailed Scheme Plan** for more information.

### 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.

If you are a local authority or government agency, describe only the parts of the organisation that will have responsibility for managing the Townscape Heritage scheme.

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

Fill in as appropriate.

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

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

Fill in as appropriate.

We expect that an applicant will work with a range of partners in delivering a Townscape Heritage scheme, whether they apply as a single body or as a partnership. See **Who we fund** for more information.

If you are applying as a partnership, there must be one lead applicant. Tell us if any private owners or for-profit organisations will be partners and how they will benefit from the funding. (This does not refer to any private owners or for-profit organisations who might receive funding through the third-party grant scheme; please see [Appendix 9: Third-party grants](#) for more details).

Provide brief information about the activities of the partnership, its sources of funding, and the roles of any paid staff currently employed specifically by the partnership.

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.

## 1g. 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 conservation area as it is today. Include a Conservation Area Appraisal as a supporting document. If your conservation area is not fully designated when you apply, it must be designated by the time you apply for HLF permission to start the delivery phase.

- Tell us the local authority area, eg district council, unitary authority or metropolitan borough council.
- Tell us the name of the ward or wards your Townscape Heritage area covers.
- Tell us the name of the conservation area and date of designation.
- Tell us why you have chosen this area over others in your town or city.
- Describe the conservation area, its special interest and character and the particular elements you wish to conserve.
- If your scheme covers more than one conservation area, explain why and how the areas relate to each other.
- Tell us what is important about the heritage and who it is important to. This could include the local community and/or experts. The area may be:
  - a source of evidence or knowledge;
  - of aesthetic, artistic, or architectural interest;
  - of historic interest;
  - of social or community value.
- Tell us about any listed buildings in your target area.
- Explain why it is of local, regional, national or UK-wide importance.
- Tell us about any public consultation you have carried out and its results.

## Second round

Add information in line with any further research you have carried out during your development phase. Refer us to your Conservation Area Management 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. The area and assets within the townscape may be at risk, such as buildings and public realm features as well as cultural heritage or people's memories.

- Tell us if any buildings or monuments within the conservation area are on a buildings or monuments at risk register.
- Tell us about the extent of disrepair, inappropriate change, vacant buildings and loss of buildings or historic architectural details in the area.
- Tell us about any elements of the public realm that are in disrepair or in need of improvement.
- Tell us about any gap sites that harm the character of the area.

#### Second round

Add information in line with any further research you have carried out during your development phase. Refer us to your Conservation Area Management 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 4: Buying land and buildings](#) 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 scheme will include to engage people with the heritage of the townscape. This could include:

- activities to widen the range of audiences;
- creating new learning opportunities, both formal and informal;
- providing people with training opportunities and helping them acquire new skills.

As part of your supporting documents, include an Outline Scheme Plan that sets out the projects you plan to deliver. This should set out the relative priority of the projects, eg high priority, medium priority or reserve.

This could include:

- carrying out repairs to properties, such as roofs, chimneys, walls;
- reinstating missing architectural features, or reinstating shop fronts based on accurate research;
- replacement of inappropriate security measures, eg roller shutters;
- proposals for improving the public realm;
- how vacant buildings/floor space could be brought back into use.

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 townscape's heritage.

## Second round

Provide a Detailed Scheme Plan that provides comprehensive information about what your scheme will do during your delivery phase.

- For capital work, refer us to any detailed plans, briefs and cost estimates.
- Include a schedule of all the target properties and other works you intend to carry out.
- Where necessary, refer us to your Activity statement, which will list all the activities included in your project.
- Tell us what your scheme outputs will be. Where possible, tell us how many outputs there will be.

You should also provide the Conservation Area Management Plan.

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

### First round

Tell us about any problems and opportunities there are relating to how the townscape is managed now. These might include:

- historic buildings in need of repair and adaptation to provide productive new uses;
- architectural features that have been eroded or lost, overall neglect of the target area;
- inappropriate additions to buildings, such as signage, satellite dishes;
- any organisational management issues (lack of staff, lack of skills, lack of money);
- the potential to improve the management of the conservation area and use statutory powers, such as Article 4 directions, or other enforcement powers; or
- the potential to link in with other training or regeneration initiatives in your area.

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

- insufficient interpretation or activities, leading to a general lack of awareness of the townscape's heritage, and the need for proper maintenance;
- issues of access, security and safety; and
- social, economic or environmental needs (for example wellbeing and community cohesion, regeneration, tourism and providing jobs).

Tell us what need there is for HLF investment. This might include:

- the level and types of deprivation as outlined in the indices of multiple deprivation, if relevant; and
- the level of wider economic need in the area.

### 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 Area Management Plan, which will identify the opportunities for improving the heritage and how it is looked after.
- Where necessary, refer us to your Activity statement, 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 schemes in competition with each other, decision makers may ask how urgent a scheme 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 scheme (for example, you will be able to benefit from or complement another project which is going ahead now).
- Send us a copy of any wider regeneration frameworks or strategies for your area, and explain how your scheme will help deliver their objectives (see question 3e).

#### 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 scheme.
- Tell us what will happen if you do not get a grant from us.
- Tell us about any other organisations who may provide funding towards the joint funding pot, (this does not include the contribution that third-party grantees may make towards the project costs for their buildings).
- Tell us about the need for deficit funding, and the problems that have arisen through market failure. (See **Appendix 9: Third-party grants** for more details)

#### 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 scheme is a suitable response to the problems and opportunities identified in 3b.
- Refer to your Conservation Area Appraisal and indicate how your scheme will help enhance the historic character of the conservation area.
- Tell us about any consultation you have done and how this has shaped your project proposals, for example holding stakeholder events to gauge the likely level of interest in a scheme, any surveys you have carried out to assess repair need.
- Tell us how this scheme fits into the aims of your wider planning or regeneration strategy (if you have one) and/or why this area is a priority.
- Tell us if this scheme fits into any regional or national strategies.

- Tell us about any people or organisations that have objected or may object to your scheme in the future.
- Send us your Outline Scheme Plan.

Send us copies of no more than two or three key documents that describe the vision and strategy for your area, such as local development framework, area action plan, master plan, regeneration strategy, tourism strategy etc.

### 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 statement. Send us your Detailed Scheme Plan.

## Section four: Project outcomes

Outcomes are changes, impacts, benefits, or any effects that happen as a result of your scheme. 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 scheme should contribute towards all nine of the Townscape Heritage 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 scheme, but some may be achieved in the future as well.

### Questions 4a and 4c

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

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

### First round

Tell us about the outcomes that your scheme may 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?

**W** Weighted

### As a result of HLF investment:

#### **The townscape and its heritage will be better managed**

There will be clear improvements in the way that heritage is managed. This could include the adoption of appropriate statutory powers, such as Article 4 directions, or more active enforcement of planning guidelines. In addition, you may be able to demonstrate that those who live and work in the area are aware of the Conservation Area Management Plan, or any other guidance that helps property owners understand their responsibilities. You may have provided extra support to encourage owners and occupiers to maintain their properties better, such as through gutter clearance schemes. As a result of these improvements, you will be able to show that the heritage in your area is in a stronger position for the long term including, if appropriate, a stronger financial position. These improvements to managing the heritage are likely to mean that you can meet national or sector quality standards.

#### **The townscape will be in better condition** **W**

There will be improvements to the physical state of heritage. The improvements will be the result of repair, renovation or work to prevent further deterioration, such as mending the roof of a historic building. 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.

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

### As a result of HLF investment:

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

Individuals will have gained skills relevant to ensuring heritage is better looked after, managed, understood or shared (including, among others, conservation, teaching/training, maintenance, digital and project management skills). As a result of taking part in a structured training activity - for example, an informal mentoring programme, on-the-job training or external short courses - people involved in your scheme, 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 scheme, or who are visiting your site or engaging with your heritage in other ways e.g. through digital technology, 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.

## 4c. What difference will your project make for communities?

### As a result of HLF investment:

#### Negative environmental impacts will be reduced

The negative environmental impacts of the heritage in your area will have been minimised and, if possible, reduced from a current or baseline position, in the key areas of: energy and the use of construction materials. This will be done in a way that takes into account the special requirements of historic buildings, and does not put their special character or performance at risk as a consequence of inappropriate works. For example, you may consider the use of secondary glazing for windows, or repaired existing shutters to improve thermal performance. You will have taken opportunities to enhance the biodiversity (habitats and species) of the area. At the end of your scheme you will be able to report on the resources that were used for the physical work undertaken.

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

There will be more people engaging with heritage and this audience will be more diverse than before your Townscape Heritage scheme. You will be able to show that the audience for activities you have run 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 heritage before. You will be able to show that these changes have come about as a direct result of your scheme, and particularly your audience development work and community consultation, by collecting and analysing information about the people who engage with your heritage – and those who don't – before, during

and after your scheme. You will be able to show how more people, and different people, engage with heritage as visitors, participants in activities, or volunteers, both during your scheme and once it has finished.

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

Local residents will have a better quality of life and overall the area will be more attractive. As a result of improving the appearance of the townscape and through the opportunities you have provided for local people to visit, get involved with, and enjoy heritage, residents will report that they feel greater pride in the local area and/or have a stronger sense of belonging. Visitors will also tell you that the area has improved as a direct result of your scheme and what they value about it.

#### Your local economy will be boosted

There will be additional income for existing local businesses and/or there will be new businesses in your local area. You will be able to show that local businesses have benefited from your scheme. This will be because you spent your grant locally, and because you provided new premises for businesses that moved into the area or expanded their operations within it. You will be able to show that these changes have come about as a direct result of your scheme using information about the local economy before and after your Townscape Heritage scheme.

#### 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 scheme.

##### Second round

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

---

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

##### First round

Fill in as appropriate.

##### 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 scheme staff, volunteers, interns, apprentices or 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 scheme or individual projects.

We strongly recommend you appoint a project officer to help you develop and deliver the scheme. Our research has demonstrated that a suitably qualified, motivated and outgoing project officer can help you establish strong links with the local community and with property and business owners, helping to ensure the delivery of a successful scheme with a good take-up of third-party grants.

##### 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 submission. 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 scheme. 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 either the lead partner organisation or to the partnership board to enable you to deliver your scheme and the individual projects more effectively. You can include the costs of professional support for a governance review as part of your development grant request.

- If you are moving an existing member of staff into a post created by this scheme, or extending the hours of an existing member of staff, tell us how they are qualified for the role created by the scheme.
- If you are moving an existing member of staff into a post created by this scheme, 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 scheme.
- 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 send us your second-round submission.

#### 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 schemes face threats and opportunities that you need to identify and manage. We want you to be realistic about the risks your scheme 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 scheme's proposals 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 scheme. Describe the reporting structure and how often partnership board 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 scheme. Describe the reporting structure and how often meetings will take place.
- Describe how you will choose the staff, services and goods needed during your delivery phase.
- Explain how your partners will be involved in the decision making process.
- You will also need to send us:
  - a project management structure;
  - job descriptions for all new posts;
  - briefs for any consultants.
- If you are moving an existing member of staff into a post created by this scheme, or extending the hours of an existing member of staff, tell us how they are qualified for the role created by the scheme.
- If you are moving an existing member of staff into a post created by this scheme, tell us how you will manage the work they are currently doing, or if this is coming to an end.

### 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 and the landscape.

## Second round

You will need to provide a detailed timetable for your delivery phase with your second-round submission. It should contain all parts of your scheme, such as choosing consultants, any further research or consultation that's necessary, design stages, reviews, activities and evaluation.

## 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 scheme may face so that you are in a good position to manage them. These risks could be:

- organisational – for example, difficulty in appointing a Townscape Heritage project officer, or a shortage of people with the other 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 potential third-party grantees;
- management – for example, a significant change in the project team;
- legal – for example, changes in law that make the scheme impractical; or
- environmental – for example, difficulties in finding sources of timber from well-managed forests;
- technical – for example, discovering significant structural problems in one of your projects;
- financial – for example, a reduced contribution from another funding source.

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

## Second round

Revise these risks to the overall scheme and individual projects 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 scheme until your second-round submission has been approved.

## 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?

We will want to see how the work you have done in the conservation area will be maintained in future, such as through the formal adoption of the Conservation Area Appraisal and the Conservation Area Management Plan as a supplementary planning document, or through the adoption of other methods of statutory protection. We will also expect you to assess whether an Article 4 direction is needed and to apply it to the conservation area, where appropriate.

#### First round

- Provide **outline** information about how you will maintain the outcomes of your scheme, which you identified in **Section four: Project outcomes**.
- Tell us 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 scheme will be financially sustainable.

#### Second round

- Provide **detailed** information about how you will maintain outcomes of your scheme, 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 scheme, 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 8 Townscape Heritage programme outcomes. You may include the costs of collecting baseline data in your development budget.

#### 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 whole scheme costs, using a single line per cost heading. As 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.
- Costs may move and change to a reasonable level between budget headings, as a result of the detailed planning completed during your development phase. When you send in your Detailed Scheme Plan, you will still need to summarise the costs and income under the headings in the application form.
- Include the full project costs for all the high and medium priority and reserve projects.

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](http://www.hmrc.gov.uk)) to check how much VAT you will need to pay.
- We cannot authorise the transfer of any part of the scheme or project costs to or from VAT. This means that if you underestimate VAT, you will have to pay the extra costs, and if your VAT status changes so you can reclaim more than you expected, you will need to return this 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 and should be based on a clear written specification.

You can include professional fees for supporting the development of your Activity statement, Conservation Area Management Plan, management and maintenance plan, and designing project monitoring and evaluation, if required.

You should individually identify the costs for each consultant in your Outline Scheme Plan.

#### New staff costs

Include costs of new fixed-term contracts, secondments (people who are temporarily transferred to your organisation) and the costs of freelance staff to help develop your scheme. Do not include the costs of paying trainees here. In your Outline Scheme Plan, 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 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 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 contingency here and not in the costs under each heading. Not all cost items will need a contingency.

We will only agree to you using the contingency if you can show an unexpected need within your scheme.

#### 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 submission.

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 scheme 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 scheme 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 works to repair, restore or conserve a heritage item, building or site. This will be the summary of the costs for the high and medium priority repair and conservation projects that you identify in your Detailed Scheme Plan. Do not include the reserve priority project costs in this section, but still tell us about them in the Outline and Detailed Scheme Plan.

### New building work

Includes building costs (labour and materials) for any new building or extension to an existing building and any new public realm element.

### Other capital work

Includes the costs of refitting a building, new interpretation, creating digital outputs 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.

### 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 scheme. This could include a project manager, landscape architects, ecologists or a quantity surveyor.

## 7e. Delivery-phase activity costs.

### First and second round

This includes everything you plan to do in your scheme 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 Townscape Heritage 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 scheme.

### Equipment and materials

Examples may include historic costumes, tools, 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 scheme. 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 scheme.

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

Evaluation costs should not equal more than 1% of your grant request.

#### Other

Include any other costs. Please include a clear description in your Outline Scheme Plan.

#### Full Cost Recovery

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

### Contingency

Make sure that you only include contingency here and not in the costs under each heading. Not all cost items will need a contingency.

Your calculation for contingency should reflect:

- the degree of certainty with which you have arrived at your cost estimates;
- the stage of project development;
- the scheme timetable; and
- the risk in relation to the type of scheme and projects you are carrying out.

We would normally expect a larger contingency at the first round than at the second round because the overall risks should reduce as you develop your scheme.

We will only agree to you using the contingency if you can show an unexpected need within your scheme or an individual project.

### Inflation

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

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

### 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 relevant 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 scheme. Please refer to the rates listed in question 7a.

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## 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.

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## 7h. Delivery-phase financial summary

### First and second round

The form will generate a summary of your total 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 send us your second-round submission. However, you must have them by the time you are ready to apply for permission to start your delivery phase, and a realistic funding strategy for raising the remaining partnership funding.

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**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**

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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. A Conservation Area Appraisal or equivalent.
2. An Outline Scheme Plan detailing the high priority, medium priority and reserve projects, including estimated costs.
3. Copy of the lead organisation's constitution, unless you are a public organisation or registered charity.  
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.
4. Copies of any agreements with the scheme partners, signed by all partners, setting out how the scheme and joint funding pot will be managed.
5. A copy of your organisation's accounts for the last financial year. This does not apply to public organisations.
6. A small selection of visual aids that you consider will help illustrate your scheme, for example drawings, photographs, etc. 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 scheme to decision makers. Please read about images in **Part three: Receiving a grant**.

7. Include a map with the conservation area boundary, the Townscape Heritage scheme boundary (if different) with potential eligible projects clearly marked. The map must be colour-coded, with a key.
8. CVs for all key team members.
9. Job description and person specification for the Townscape Heritage project officer post.
10. Statement of support. In Northern Ireland, provide a statement of support from the Department of the Environment's Planning Service. In England, Scotland and Wales provide a statement of support from the local planning authority's chief executive, setting out the high-level commitment to the scheme and to the use of statutory powers such as Article 4 directions, Compulsory Purchase Orders and enforcement where necessary.
11. Briefs for development work for internally and externally commissioned work.  
Finalised briefs for those elements of the development works/activities costing more than £10,000.
12. Calculation of full cost recovery included in your development-phase costs (if applicable).
13. Two or three of the most recent and relevant documents that describe the vision and strategy for the area, for example documents from the local development framework, area action plan, master plan, regeneration strategy, tourism strategy, etc.

### Second round

1. Conservation Area Management Plan and, if applicable, statement/minutes/resolution confirming the adoption of the document.
2. An updated copy of your partnership agreement (which may be different at second round), signed by everyone involved, setting out how the scheme and joint funding pot will be managed.

3. Detailed Scheme Plan showing the detailed costings for your high priority, medium priority and reserve projects.
4. An Activity statement.
5. CVs of new members of the project team.
6. The scheme management structure.
7. Job description and person specification for the Townscape Heritage officer post, plus grade, salary and position in the management structure.
8. External consultants – draft specification of services proposed and skills and qualifications needed, and procurement strategy for choosing consultants; or the name, practice or company profile and details of the specific consultants already appointed, the terms of their appointment, and how you chose them.
9. Copies of deeds, leases, mortgages or other proof of ownership if individual projects involve work to properties owned by the partnership organisations.
10. If there were any relevant changes within your local planning authority, include a letter of support from the planning authority’s chief executive or, in Northern Ireland, the Department of the Environment’s Planning Service.
11. Flow-chart summarising the decision-making process for third-party grants.
12. Copies of surveys.
13. Copies of valuations.
14. Photographs of eligible projects. It would be helpful if these are in digital format (either as an attachment or on disk).
15. A map or maps that precisely define the location of all eligible projects.
16. Spreadsheet detailing the cost breakdown in **Section seven: Project costs**.
17. A scheme timetable.
18. Cash flow for the scheme, including details of your funding strategy.
19. Income and spending forecasts for five years following project completion.
20. Calculation of Full Cost Recovery included in your delivery-phase costs (if applicable).

# Appendices

## Appendix 1: Evaluation report

The quantitative information that we expect you to collect for your evaluation report is outlined below. For visitors, volunteers, trainees and staff, we also ask for demographic details by gender, ethnicity, social class and disability.

### 1. Properties impact

You will list and provide details on each building tackled by the scheme. The information will include:

- building address;
- brief description of the building;
- brief description of the work undertaken (including all elements, eg repair, architectural reinstatement, reuse of floorspace);
- use before each project started, including number of businesses operating;
- use after project completion, including number of businesses operating;
- number of people employed before and after the project (full time and part time);
- vacant floorspace brought back into use;
- additional floorspace created (if a new building).

### 2. Training

The number of people trained through the scheme, under a set of skills headings covering conservation, audience engagement and management. Training includes any structured programme of on-the-job training, skill-sharing, work-based learning and work experience. You will need to distinguish between training for your staff and training for volunteers.

### 3. Volunteers

The number of volunteers involved with the funded project and the number of volunteer hours they contributed.

### 4. Activities

You will need to explain how many activities were carried out using your HLF grant. The activities we list are:

**Open days:** Days when you open a heritage site, collection or feature to the public, which cannot normally be visited. It can also include days when you don't charge for admission at attractions that normally charge an entrance fee.

**Festivals:** Programmes of events or activities for the public, lasting one day or more, with a clearly defined theme or focus.

**Temporary exhibitions and displays:** Exhibitions or displays that are not a permanent feature of your site and last for less than 12 months.

**Guided tours or walks:** These may be guided by either your staff or people outside your organisation, but must be based on your heritage site or feature.

**Visits from schools and colleges:** These can include visits by primary, secondary and higher levels of education.

**Outreach sessions in schools and colleges:** Visits made by your staff or the volunteers working with you on the scheme.

**Other on-site activities:** Activities that take place at your site that you feel are not included under the other headings.

### 5. New staff

The number of new staff posts created to carry out your scheme, and the number of these still being maintained after the end of the scheme.

## Appendix 2: Property ownership

### Land and buildings

For projects involving carrying out capital work to buildings, we expect you, or the third-party grantee, to own the freehold or have a lease of sufficient length for you to fulfil our standard terms of grant. This means:

For projects involving work to a building, if your organisation (or the third-party grantee) does not own the freehold, you will need a lease with at least 10 years left to run after the expected date of your project's completion.

If in exceptional circumstances your scheme 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.

### 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 our guidance on using Digital Technology in Heritage Projects.

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, or the third-party grantee, 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

If you will be asking for a grant from the joint funding pot for a building you own, you will need to provide proof of your ownership or your right to use the property. If you do not own the property, you must tell us who does.

If you are borrowing item/s as part of the project, e.g. for an exhibition, and are asked to contribute towards the costs of conservation for this item/s then we may accept this cost if it forms a small part of your project. The owners of the item/s may need to be tied into your Partnership Agreement, or tied into the Standard Terms of Grant if a grant is awarded. Please contact your local team to discuss this if you think this will apply to your project.

## Appendix 3: Digital outputs

We have specific requirements, which are set out in our Terms of Grant, for 'digital outputs' produced as part of any HLF project. We are using the term 'digital output' to cover anything you create in your HLF 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 scheme 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.

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.

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.

## Appendix 4: Buying land and buildings

### Overview

In exceptional circumstances we can fund individual projects within a scheme that involve the purchase of land and/or buildings which are important to our heritage, and are at or below market value. The principal reasons for purchase must be a benefit for the long-term management of the townscape and for public access.

An example would be purchasing a building under a Compulsory Purchase Order in order to secure its future, or securing a gap site that is critical to the overall delivery of the scheme.

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:

- any risks to their preservation will be reduced by your purchase;
- the price accurately reflects the condition and value;
- the purchase will contribute to more people engaging with the heritage;
- you have adequate plans for management and maintenance over a period of at least 10 years after project completion;
- you can demonstrate their significance to the heritage in a local, regional or national sense.

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. Please ensure these are reflected in your cost table.

If your scheme 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 5: Reducing negative environmental impacts

Here we have listed which environmental issues we think are likely to be most important on schemes, and what we think it should be possible to achieve on each. In question 3a of the application form, provide details on all of the issues you believe to be relevant to your scheme, and tell us about what your scheme will do to reduce environmental impacts. In question 4c, 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)
- Car park surfacing should be from natural or recycled materials, in keeping with the local environment and incorporating SUDS (for all projects where car parks are being built as part of the HLF-funded scheme)

## Appendix 6: The Outline and Detailed Scheme Plan

In a Townscape Heritage scheme our funding together with funding from your own and your partners' resources is used to allocate third-party grants towards a number of individual building projects within the conservation area.

Based on your Conservation Area Appraisal, visual inspections and sample condition surveys of historic buildings and structures, you can identify the priorities for your scheme. There is no set number of projects or activities that your scheme needs to fund. In our assessment, we will look for a balance of work, showing overall value for money. Eligible projects may be grouped into the following categories:

- i) **high-priority projects:** essential to the delivery of a scheme, making a fundamental difference to the overall townscape.
- ii) **medium-priority projects:** clearly contributing to the enhancement of the conservation area.
- iii) **reserve projects:** worthwhile pursuing should funding become available or if some of the priority projects fail to come forward for a grant.

It is our experience that schemes where the projects are clustered together will have a greater impact within the townscape, and

achieve a more visible difference in the streetscape, rather than having projects dispersed around the area. Similarly, having a well-focused target area will also help to maximise the impact of a scheme.

At first round, you should provide us with an Outline Scheme Plan, where you will set out the details of the properties you hope to tackle under the scheme. It is also where you will tell us about the other capital work you intend to carry out, such as work to the public realm or new build projects in existing gap sites. In addition, the plan should give an outline of the activities that you will undertake as part of the scheme.

As part of your second-round submission, you will need to provide us with the Detailed Scheme Plan. This will provide full details of the works you are planning, along with details of any activities you will carry out and the costs involved. You should also provide a detailed Activity statement. Please see [Appendix 8: Activity statement](#) for more information.

The table below sets out the information that you should include in your Outline Scheme Plan and update in the Detailed Scheme Plan. If you plan to carry out repairs to a series of properties, (eg a row of shops) you will need to tell us how many individual properties you are targeting.

Project	Project description	High Priority (H), Medium Priority (M), Reserve (R)	Public/private ownership	Estimate of cost
11 Bridge Street	Repairs to upper storey, including roof repairs, reinstatement of cornice details	M	Private	£46,000
<b>Total projects</b>				<b>Total cost:</b>

## Appendix 7: The Conservation Area Appraisal and Conservation Area Management Plan

A systematic character appraisal of the conservation area will enable you to develop suitable and detailed proposals for your Townscape Heritage scheme. A Conservation Area Appraisal is the foundation for developing your scheme in detail, and there should be a clear relationship between the appraisal and the eligible projects/activities of your scheme. The appraisal provides a basis for making decisions about the future of the area and offers an opportunity to re-assess the designated area and to evaluate and record its special interest.

The Conservation Area Appraisal should normally cover the whole historic area, even if your scheme is limited to a smaller part of it. If the area is very large, but readily subdivides into distinct character areas, then appraisals to cover each character area may be appropriate, so long as they recognise the wider context of the whole area.

The Conservation Area Appraisal should set out how the area has evolved, describe the key elements of the townscape's quality and character, define what is positive and negative about them, and identify opportunities for enhancement. Preparing a Conservation Area Appraisal involves consultation, background research (such as analysing old maps and photographs) and a detailed survey of the area as it is now, including the setting of the conservation area.

You will need to involve the community in preparing your Conservation Area Appraisal, and consider the community's views and aspirations for the area.

Your Conservation Area Appraisal must be kept up-to-date and reviewed regularly.

The Conservation Area Appraisal will help you to:

- identify all buildings, structures and features which make, or could make, a positive contribution to the overall character of the area;
- identify the works which could be carried out to preserve and enhance the character of buildings, structures, features and the overall area;
- assess the planning policies and statutory powers that need to be put in place in order to protect the area's character and sustain the benefits of your scheme in the long term; and
- provide information which will help you design activities which you will run as part of your scheme in order to raise awareness and understanding of the area's heritage.

The Conservation Area Appraisal should be used to support relevant supplementary planning documents and inform planning policy and planning decisions affecting the conservation area. The local planning authority may decide to adopt the Conservation Area Appraisal, together with the Conservation Area Management Plan, as a supplementary planning document on its own.

Where necessary, impose an Article 4 direction to control change in the conservation area. We might make it a condition of grant that you finish this process before we give you permission to start your scheme.

## The Conservation Area Management Plan

The conservation benefits your scheme achieves will quickly disappear if the area does not benefit from management that respects its conservation value in the long term. Therefore, you must develop a succinct management plan for the conservation area, which sets out the measures you have or will put into practice to make sure that the benefits of your scheme are maintained. The Conservation Area Management Plan builds on the Conservation Area Appraisal and the assessment of the area's heritage need.

Your Conservation Area Management Plan must consist of a description of the conservation value of the area and the potential threats to it; planning policies; proposed planning measures; a framework for design and maintenance standards; community consultation and engagement; and a short statement on how you will put the plan into practice.

Your Conservation Area Management Plan must also consider whether any training and learning activities are necessary to sustain a conservation-led approach to managing the area over the long term and build upon the training initiatives developed as part of your scheme.

While you might already have supplementary planning documents covering design guidance, the design framework in the Conservation Area Management Plan should specifically focus on the conservation area.

The design framework should identify standards that property owners will be expected to achieve in works to their buildings. This might cover, for example, guidance on shop-front design, window patterns or traditional building materials and techniques. The design framework should contain a section on maintaining historic buildings and set out clearly what is expected from property owners; for example, it could explain the difference between building repair and routine maintenance. The framework must also identify standards for work to the public realm with reference to the Conservation Area Appraisal.

The Conservation Area Management Plan sets out the long-term vision for the conservation area – the legacy of your scheme. You must prepare the Conservation Area Management Plan while developing your scheme, and the relevant partner organisations – for example your partnership and the local planning authority – must, if applicable, formally adopt the management plan by the time we give you permission to start your scheme. This will usually be in the form of an adoption statement, a resolution and/or minutes of meetings of relevant committees.

The Conservation Area Management Plan should be used to support relevant supplementary planning documents, and it should inform planning policy and planning decisions affecting the conservation area. The local planning authority may decide to adopt the Conservation Area Management Plan, together with the Conservation Area Appraisal, as a supplementary planning document on its own.

The Conservation Area Management Plan can be part of the same document as the Conservation Area Appraisal.

You must show that you have consulted widely on the plan while you have been developing it, and you must explain how the community will be involved in managing the area in the long term. Putting the plan into practice for at least 10 years after your scheme has ended is a condition of our grant. If you fail to uphold its measures, we could decide to ask for repayment of our grant. You must regularly review your Conservation Area Management Plan. As part of the Conservation Area Management Plan, you will need to provide a fully costed management and maintenance plan, to show how you will sustain the benefits of our funding.

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## Appendix 8: Activity statement

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As part of your second-round submission, we will ask you to describe the activities you will do to ensure that people will have engaged with your townscape. We will ask you to use the following template to describe the activities you will do, when you will do them, the resources you will need and the difference they will make. We have provided some worked examples, based on the types of activity that previous Townscape Heritage schemes have carried out to engage people with the heritage of the town, but you should not let these examples confine you. You will have your own priorities depending on the skills of your staff, the nature of the buildings, your location and the size of your local population. You might want to use the opportunity offered by our funding to work with a particular local group who have not engaged with the heritage of your townscape before or to try new technologies to help people understand the heritage. You will need to include training activities that will enable more people to gain essential skills and help them care for the heritage of their townscape. Be realistic about what you can achieve and make sure you ask us for all the money you need to deliver high quality activities that are valued by the public. You can find case studies of the activities that others have done online.

Please ensure the costs you give here are the same as those you give in your second round application.

Activity: Detailed description	Who is the activity for?	What difference will it make for them?	Resources	Costs in project budget (total £ for each item)	Timetable	Targets & measures of success	Method of evaluation
<p>1. New guided town tour by volunteers outlining the history and architecture of the area</p> <p>1a. '10 highlights' tour devised with an interpretation board at each stopping point</p> <p>1b. Accompanying leaflet produced for display in local business, guest houses and local tourist offices</p> <p>1c. '10 highlights' re-produced on new web pages</p> <p>1d. Recruitment and training of new volunteers to conduct tour and to work on publicity for the project</p>	<p>Local people</p> <p>People who are first-time visitors</p> <p>People who are new volunteers</p> <p>Property owners</p>	<p>Visitors will have a deeper understanding of the conservation area's history</p> <p>Visitors unable to visit the town will have access to information about its heritage and key buildings</p> <p>Volunteers will enhance their knowledge of the town's history and develop skills in presenting information</p>	<p>Project Manager: Five days</p> <p>Consultation and development of tour with local history group: Six days</p> <p>Training guides: Two days</p>	<p>Total £5,000, consisting of:</p> <p>£4,000 developing tour including training</p> <p>£300 volunteer expenses including volunteer celebration</p> <p>£700 printed material for tour guides</p>	<p>Month 1-3: Research and development</p> <p>Month 4: Training</p> <p>Month 5: Delivery</p>	<p>Eight new volunteers recruited and trained</p> <p>80 new people will take the tour per month</p> <p>Visitors will be aware of the tour and engage with it</p> <p>Positive visitor feedback</p>	<p>Online feedback form</p> <p>Drop-box at the local tourist office</p> <p>Observe usage by visitors as they go around</p> <p>Feedback forms for a sample of early tours</p>

Please ensure the costs you give here are the same as those you give in your second round application.

Activity: Detailed description	Who is the activity for?	What difference will it make for them?	Resources	Costs in project budget (total £ for each item)	Timetable	Targets & measures of success	Method of evaluation
<p>2. Series of six events aimed at property owners, builders and the public to raise understanding of maintenance issues and give them skills to carry out simple tasks, run by conservation team with volunteer support</p> <p>2a. Workshops based at a target property that is being repaired using traditional methods/best practice</p> <p>2b. Open days to view the development of the project and get hands on experience, eg in using lime mortar/wash</p> <p>2c. Produce a series of 'How to...' factsheets to be distributed to attendees and for online dissemination</p> <p>2d. Progress updates and report on the scheme website</p>	<p>Property owners</p> <p>Contractors</p> <p>People who are new volunteers</p> <p>Interested public</p>	<p>Property owners will feel confident in carrying out maintenance</p> <p>Contractors will gain a better understanding of the reasons for using traditional materials and how to do it</p> <p>Volunteers will develop skills in running events, and maintenance skills</p> <p>Visitors will be able to see progress on site or download the factsheets and tell you that they understand historical buildings better</p>	<p>Project Manager: Six days</p> <p>Development of talks series and open days: Five days</p> <p>Training for volunteers: Four days</p>	<p>Total £6,500, consisting of:</p> <p>£3,000 project development</p> <p>£2,000 materials for workshops</p> <p>£500 training of volunteers and travel expenses</p> <p>£1,000 marketing and website development</p>	<p>Month 1-3: Research and development</p> <p>Month 4: Training</p> <p>Month 5-6: Delivery of events</p>	<p>Five new volunteers recruited and trained</p> <p>20 attendees per event</p> <p>Total of 120 people attending open days and workshops</p> <p>Positive feedback</p>	<p>Feedback forms after each workshop and open day</p> <p>Visitor book</p> <p>Counter of factsheets downloaded</p>

## Appendix 9: Third-party grants

A key element of Townscape Heritage schemes are the third-party grants, which are made by your partnership to property owners to carry out the works that have been identified as high or medium priority or reserve projects in your Outline and Detailed Scheme Plan.

You will need to consider how much grant you give to property owners. We expect that the grant rate will vary, and will depend on a number of factors, such as the costs of the works, the value of the properties and the likely impact the value of the work will have on them, as well as wider market conditions that would affect take-up of grant. If a project will involve private developers, then we recognise that it is appropriate to allow a level of profit to encourage commercial investment. Normally, this would be up to 15% profit. The private gain should be outweighed by the wider public benefit. Our grant to you will be based on our overall grant percentage as set out in our offer letter and won't vary according to the grant rate you set for any third-party grant.

You will be responsible for all stages of the process: inviting applications, approving them, inspecting the standard of the works, obtaining evidence of spending, making grant payments and monitoring compliance with the conditions of third-party contracts. Grants should not be made towards work that has already been carried out, or has started before you make an award.

You or the third-party grantee must own the freehold of the property or hold a lease of it with an unexpired term of at least 10 years without a break clause. If the property is held on a lease for less than 10 years or if it contains a break clause which may terminate the lease within 10 years, the landlord must join in the grant application and agree to be bound by the grant conditions if a grant is awarded.

If the HLF grant contribution to a project is £25,000 or more, the third-party grantee must

use a qualified professional with relevant conservation expertise to plan and oversee the works.

We would advise you to get legal advice on how any such third-party contractual arrangements are set up. You may include the costs of setting up a standard form of third-party agreement as part of your development costs in your application.

Your third-party grant terms must:

- identify the works you have agreed to fund;
- include a statement that the grant cannot be transferred;
- include long-stop dates by which the works must be started and completed;
- include a provision that at least three written tenders must be obtained for any works costing more than £10,000 (excluding VAT);
- include a provision that any unspent grant must be returned to you;
- include a provision that the successful third-party applicant will make available any financial records you reasonably require in respect of the works;
- include a provision that the successful third-party applicant will give you access to the property to enable you to monitor the progress and satisfactory completion of the works;
- include a provision that the successful third-party applicant will act on any recommendations you or any professional acting on your behalf makes in respect of the works;
- confirm that the third-party grant will be paid in arrears and specify when and in what form applications for payment of grant instalments can be made;
- include a statement that you will only pay VAT in respect of the works if the successful third-party applicant is not entitled to any refund of the VAT. If the successful third-party applicant becomes entitled to a VAT refund in respect of the works, the successful third-party applicant must repay the relevant amount to you;

- include a provision that the successful third-party applicant will ensure that the property is insured for its full reinstatement value while the works are being carried out and following their completion. In the event of loss, theft or damage, the property must be made good;
- include a provision that the property will be maintained in good repair and condition when the works have been completed;
- set out the grounds which will lead to the grant being withdrawn or repayable. These should include the following:
  - that the successful third-party applicant breaches any of your terms of grant;
  - that the successful third-party applicant has behaved fraudulently or misleadingly in connection with its grant application or in the carrying out and completion of the works;
  - that we request repayment of the grant or suspend grant payments to you.
- set out how the grant will be repaid in the event that the property is sold or let before the terms of the third-party grant have expired.

Your third-party grant terms may include such other terms and conditions that you consider are necessary.

Where repayment is due, it should be calculated as follows:

Year of contract	Amount of grant to be reclaimed
0-6	Up to 100%
6-7	Up to 80%
7-8	Up to 60%
8-9	Up to 40%
9-10	Up to 20%

# Glossary

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

**Activity statement:** This document sets out everything you want to do in your project that is not capital work. This will form part of your Detailed Scheme Plan.

**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 Area Appraisal:** This document sets out information about the conservation area. It will tell the history of the area, its development, its key features and explain its character. The information in it will help you understand what is important about the area and will help you to develop your Conservation Area Management Plan.

**Conservation Area Management Plan:** A detailed plan that sets out how you will manage the conservation area, taking account of the key features of the area and demonstrating an understanding of their importance. It will provide details of the work you will carry out as part of your Townscape Heritage scheme, including the high and medium priority and reserve projects, and the activities you will undertake.

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

**Delivery phase:** This is when you carry out your scheme.

**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 submission.

**Digital output:** We use the term 'digital output' to cover anything you create in your scheme 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 scheme.

**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.

**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. It will form part of your Conservation Area Management Plan.

**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 scheme 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 individual projects will produce, such as a book, a new exhibition, a workshop, or conservation work to a habitat.

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

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

**Scheme 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 10 years from this date. Exceptions are listed in **Part three: Receiving a grant**.

**Scheme Plan:** This is the document that sets out what projects you will undertake in the conservation area, categorised as high, medium, or reserve projects. With your first-round application, you will provide an Outline Scheme Plan, and with your second-round submission, you will provide a Detailed Scheme Plan.

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

**Volunteer time:** Volunteer time can be included in your partnership funding. This is the time that volunteers give to leading, managing and delivering your scheme. 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.