

Parks for People

Grants between £250,000 and £5 million

Introduction and help notes





Welcome

We, the Heritage Lottery Fund (HLF), were set up in 1994 to distribute money raised by the National Lottery to heritage projects throughout the UK. In our first 13 years we awarded over £4.2 billion in grants to over 28,000 projects, from multi-million-pound investments in well-known sites and buildings to small grants making a big difference to community groups.

Heritage will be one of the National Lottery good causes until at least 2019. We will have £1.9 billion to invest over the period 2008–2019, and our awards will continue to make sure that people can support, share and enjoy their heritage in the future.

The Parks for People programme

Parks for People is one of our special programmes, offering grants of more than £250,000 and less than £5,000,000 for projects that regenerate public parks of national, regional or local heritage value in the UK (not the Channel Islands and the Isle of Man).

We have made some changes to this programme to reduce the amount of work you need to do before applying to us and to give you a quicker initial decision on your application. The summary of Parks for People programme on our website explains what's new about the application process.

The application materials include:

- a pre-application enquiry form;

Part one

- this introduction to the Parks for People programme;

Part two

- notes to help you fill in the application form (help notes);
- an application form; and
- a declaration (which you must sign and return to us by post when you send your application).

Contact us

We recommend you use the pre-application enquiry form to tell us about your park and project before going ahead with a full application. We will let you know whether it is likely to meet our definition of a public park and the priorities for funding through this programme. We will also give you advice on what you need to do to make your application.

You should send in your pre-application enquiry form and full application online through our website. However, please contact your regional or country office if you:

- have any particular communication needs;
- need information in other languages or formats;
- would prefer to send in your form in another format; or
- need some help filling in the form.

How to contact us

Phone: 020 7591 6000
Textphone: 020 7591 6255
Text direct: 18001 020 7591 6000
Email: enquire@hlf.org.uk

You can find out about our other funding programmes by contacting us or visiting our website at www.hlf.org.uk.

All guidance and other documents referred to in the application materials can be found on our website.

We look forward to receiving your application.

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Part 1 Introduction

About Parks for People grants

This programme is for grants of over £250,000 and under £5,000,000 for whole park projects that meet the definition, priorities and outcomes required by the programme.

If you have a smaller park project, or a project for individual items or activities in designed public parks, or a project related to historic cemeteries, public woodlands, wildlife sites or other green spaces, you should consider making an application through our other grant programmes.

Our aims for this programme

Every community should:

- have access to a well designed public park maintained to Green Flag Award standards; and
- have opportunities to learn about the heritage value of their park; and
- have opportunities to take an active part in managing and using their park.

Definition of the term 'public park'

For this grant programme, the term 'public park' means:

- an existing designed urban or rural green space, the main purpose of which is for informal recreation and enjoyment. It includes parks, gardens, squares, walks and promenades.

A strong existing park design, and surviving features from this design, is expected. Funding is not available for new parks, or for the major re-design of existing parks.

This definition is intended to match 'type one: parks and gardens' (including urban parks, country parks and formal gardens)

given in the government classification for green spaces in Planning Policy Guidance Note 17 (PPG17).

If you are not certain whether your park meets our definition, please contact us for advice by filling in the pre-application form.

Our priorities for this programme

For us to consider your park for funding through this programme, you must show us, at the time of your first-round application, that your park meets all three of our priorities:

- the community values the park as part of their heritage;
- the park meets local social, economic and environmental needs; and
- the park management actively involves local people.

More information can be found about each of these in Part 2 Help notes to the application questions.

Heritage value

Heritage includes many different things from the past that we value and want to pass on to future generations.

Depending on when the park was made, why it was made, who made it, where it is located, and the land it was created from, heritage in parks can include:

- town planning and growth of cities and housing suburbs;
- links to important people in the social or commercial growth of the area,
- who the parks were made for and why;
- park design, why it was designed like that, and who designed and laid it out;
- people's memories and experiences of parks (often recorded as 'oral history' or

- through old photographs or post cards);
- links through place names of park or adjoining roads and suburbs;
 - cultural traditions in the use of the park, such as fairs, parades, public, religious or society meetings, memorial events, music, boating;
 - surviving or lost historic buildings and features, what they were for, how were they built, and what they represent;
 - buried archaeological sites or earthworks, including agricultural and industrial archaeology;
 - items or collections of items, archives, specimens, existing memorials, statues, plants, animals or other materials, what they mean and how they got there;
 - special wildlife habitats or species, or geology; and
 - things linked to park history, like illuminations, memorial tree avenues, model boats or miniature trains.

If you do not know if your park is recognised already as of heritage value check with your local Planning Authority and if not recorded there, see our guidance *Understanding and Valuing Your Park* on how to research your park's history and record its heritage value.

Your project

When we say 'a project' we mean work or activity that is on top of the everyday work of your organisation, is limited by time (maximum five years) and has specific aims and outcomes.

We only support public park projects that are based on a 'Master Plan' approach. This means projects that are developed from a strategic, long-term vision for the regeneration and better management of the whole park (including all buildings, or other park or non-park activities within it), linked to the needs of the area and community where the park is located through a wider Green Space Strategy.

A Master Plan is a method of presenting to others your outline, or agreed vision, for how the park will be (physically) in the future (say in five or 10 years' time). It is usually presented as an illustrative plan or drawing based on a survey (which records what the park is like now) drawn to a suitable metric scale. The drawn plan is usually also accompanied by a supporting written statement, explaining the proposals, why they are needed and why they have been chosen.

Within this Master Plan approach we can support projects both for capital work (including conservation, repair, new facilities and buying heritage items) and for a wide range of activities, including new staff to organise and support these.

Project outcomes

The project you want us to fund must deliver **all** the five outcomes required for this programme. There may be other work and activities you want to do that are identified in the Master Plan and that will be delivered in other ways, or through other funding.

The five project outcomes required for our funding are:

- increasing the range of audiences;
- conserving and improving the heritage value;
- increasing the range of volunteers involved;
- improving skills and knowledge through learning and training; and
- improving management and maintenance.

Further information about our requirements for each of these outcomes can be found in Part 2 Help notes.

Who can apply

Although we expect most applications through this programme to be led by local

authorities, we welcome applications from other not-for-profit organisations that own or manage public parks, or applications from partnerships between local authorities and others.

If private owners or businesses are involved, we expect the public benefit to be greater than any private or company gain.

Partnership funding

If you are applying for a grant of less than £1 million, you must provide at least 5% of the project costs from your own or other sources. If you are applying for a grant of £1 million or more, you must provide at least 10% of the project costs from your own or other sources.

We receive more grant applications than we can support and we expect you to contribute as much as you can. We will ask you to tell us who else you have asked for funding and how much they will contribute, and we will take this into account when we look at the value for money your project offers.

You can also count non-cash contributions towards your partnership funding, for example:

- value of materials or equipment offered without charge;
- value of services offered without charge (excluding existing staff time, duties, or services of applicant organisation);
- value of volunteer time (various rates apply according to the level of skills); and
- value of **increased** future costs of management and maintenance for up to **five years** after your project is completed.

Whether you are contributing 5% or 10%, some of the total costs of your project must be from your own organisation's resources. Increased management and maintenance cannot be used as your only match funding contribution from your own resources.

Welsh language

If your project is based in Wales or is designed to benefit people in Wales, we expect you to make appropriate use of the Welsh language when you deliver the project. Please read our guidance *Incorporating the Welsh Language into your project* for further information.

What we fund

Capital (physical) work

Within this programme we can support a wide range of capital work that meets the needs of your park and community. This capital work should be completed within three years from the date you start the work.

Capital work includes:

- repairing and restoring landscape of all types;
- removing unsightly structures or planting which have a negative effect on the heritage value;
- repairing and restoring built features or associated groups of features;
- improving biodiversity (wildlife and habitats);
- improving access for all;
- providing extra features to increase enjoyment for disabled people;
- buying land to reunite the historic landscape;
- buying original decorative features that were previously lost;
- creating replica or replacement features based on accurate research information;
- repairing things like boundaries, drainage and services;
- community facilities which respond to needs, such as cafés, toilets, education spaces and meeting rooms;
- park furniture, lighting and signs;
- new landscape design (only if it improves and adds to the heritage);
- recreation and play facilities;
- exhibition space, interpretation displays, websites or publications;
- security work;

- repairing and improving essential services, particularly where they reduce emissions or increase energy efficiency;
- management and maintenance facilities for this park, including recycling, composting and grazing;
- increased links to public transport; and
- professional fees associated with designing and delivering capital work.

You must give priority to repairing and reusing existing features, services and buildings in the park, rather than providing new facilities. We will carefully consider the need demonstrated for new build structures and features in assessing the value for money offered by your application. Please see Part 2 Help notes Question C8 for more details.

Activities

Within this programme we expect to support projects which offer a wide range of activities that increase learning about the UK's diverse natural, designed and cultural heritage as they relate to your park, and which provide volunteering and training opportunities. We expect these activities to meet the community's needs and interests.

We may support the costs of new staff for up to five years to develop and deliver these activities. We may also help with extra costs for materials or equipment, or facilities to deliver activities.

Examples of activities in parks include:

- horticultural demonstrations and workshops;
- creating a community history of the park and the local area using archive materials such as maps, text or illustrations, or a spoken history record;
- heritage activities designed with young people;
- heritage activities for schools or colleges;
- heritage day courses and workshops for adults;
- community drama and music related to the heritage of the park;

- re-enactments of local events and historic celebrations;
- measuring and recording biodiversity (wildlife and habitats);
- heritage trails, walks and talks for adults, children or families.

What we do not fund

We do not give funding under this programme if your park is:

- not a 'public park' under the definition given for this programme;
- mainly used for organised sport;
- used for burials;
- owned or managed commercially for profit;
- charging people to use it, other than for parking, special facilities, events or activities; or
- regularly closed for more than five days each year.

All work must directly benefit the park and the people who use it. We do not fund facilities which:

- are used for another service (for example area park maintenance facilities, libraries, or social services); or
- do not, in our view, offer reasonable public access (for example a facility used only by a single membership group, staff offices or contractors' compound); or
- exclude people through cost of entry, or membership requirements.

Other restrictions on funding

We do not provide funding for:

- planning work before your first-round application, including options appraisals (assessing what options are available), and feasibility studies (showing whether the chosen options are possible);
- existing routine maintenance;
- existing organisational or park running costs;

- existing staff costs;
- new buildings for sports, or arts, or other non-heritage activities (for example, sports changing rooms, arts centres, day-nurseries);
- team sports, or arts activities;
- major new sculpture or memorials;
- major new facilities, or major re-design of the landscape;

- highways maintenance, signs or traffic control;
- legislative responsibilities (for example, health and safety, equality or disability);
- facilities where other lottery funding, or other funding is available;
- work that does not directly benefit the park and the people who use it;
- financial gain, other than that used directly to support the park (all income from grant supported facilities must be directly used in maintaining that facility or that park); and
- car parking facilities, unless they directly benefit the use of the park by disabled people.

Ownership requirements

If you are successful with your application, we expect you to own, and be the only organisation entitled to use, any property (land, buildings and heritage items) on which you spend the grant. We will need to see proof of your ownership, as referred to in the list of supporting documents you must send with your application form. If you do not own the property, you must tell us who does. If you do not meet our ownership requirements, we will sometimes need you to improve your rights over the property (for example, by changing or extending a lease) or include the owner as a partner in your application.

Land and buildings

For park projects involving buying or carrying out capital work to land or buildings, we expect you to own the freehold or have a lease on the following terms.

- At least 25 years left to run at the date of any second-round grant award.
- If your project involves buying land or buildings, you must buy them either freehold or with a lease with a term of at least 80 years left to run.
- We do not accept leases with break clauses (these give one or more of the people or organisations involved the right to end the lease in certain circumstances).
- We do not accept leases with forfeiture on insolvency clauses (these give the landlord the right to end the lease if the tenant becomes insolvent).
- You must be able to sell on, sublet and mortgage your lease but if we award you a grant, you must first have our permission to do any of these.

Heritage items

For projects involving buying or carrying out work on a moveable item (for example, a statue, animals, machinery, demountable pavilion), we expect you to buy or own the item outright.

Intellectual property

For projects involving creating or using intellectual property (for example, creating a database, digital images or audio or other multimedia applications), we expect you to get all permissions, waivers and licences from any other person or organisation who may be entitled to any intellectual property rights which either exist or will be created to allow you to carry out and complete the project in line with your application.

The application and assessment process – an overview

We assess all applications in **two rounds**. This is so you can apply at an early stage of planning your project and get an idea of whether you have a good chance of getting a grant before you send us your proposals in greater detail. At the first round you can also apply for a

development grant. If you are successful, this will contribute to the cost of planning and developing your project up to your second-round application.

The table below gives an idea of how much information we are looking for, and at what point we expect you to be in developing your project, at each application round.

Project stages and your application

All projects	Building projects (broad equivalent)
<p>Looking at your initial idea</p> <ul style="list-style-type: none"> • Identify that the park meets the definition for this programme. • Identify your aims for the whole park as set within a wider local authority Green Space Strategy. • Identify the needs and opportunities of the park through an outline Management Plan using Green Flag Award criteria. • Consider your project options (including analysing the strengths and weaknesses of each option) and develop reasons for choosing the option you have gone with. 	<p>RIBA work stage A</p>
<p>Send us your pre-application enquiry form.</p>	
<p>Basic proposals</p> <ul style="list-style-type: none"> • Identify the heritage value of the park. • Identify the current needs of the park (its condition and visitor use) and any management and maintenance issues. • Identify the social, economic and environmental benefits this park gives, or by its regeneration could better give, to the area. • Identify an active community partnership approach between the park managers and local people, groups and businesses and other local authority services in using and managing the park today. • Make a survey plan of the park as it is now, labelling the main features, facilities and access points. • Set out a basic written programme that indicates the type of capital (physical) work, activities and management that could (by second-round) achieve the five outcomes required for Parks for People. • Set out a basic timetable for this programme. • Identify the basic costs and likely sources of partnership funding. • Broadly consider any limitations and risks. • Identify the main people who have a direct interest (stakeholders) in the park, and who would be affected by any changes to the park - for example, bowling club, fishing club, tenants or licensees. 	<p>RIBA work stage B</p>

<ul style="list-style-type: none"> • Create a detailed and costed plan for the development phase to the second-round application, with briefs (written description of the work or services needed) for delivery. 	
<p>Send us your first-round application by 28 February or 31 August for assessment and first-round decision in the following June or December.</p>	
<p>Outline proposals – further development of basic proposals</p> <ul style="list-style-type: none"> • Carry out survey and analysis work required to inform all parts of the project. • Produce an outline Master Plan (drawings and report) for the whole park. • Produce an outline programme of capital work and outline activity plan that will achieve the five outcomes required for Parks for People. • Develop outline designs and costs for the main project and get quotes or tenders for further development work. • Develop an outline 10-year costed management and maintenance plan. 	<p>RIBA work stage C</p>
<p>Send us regular progress reports. We will carry out a formal review when your outline proposals are ready.</p>	
<p>Detailed proposals – developing further your outline proposals</p> <ul style="list-style-type: none"> • Complete detailed activity plan. • Produce detailed Master Plan (drawings and report) for the whole park. • Give detailed outputs, timetable and costs for capital (physical) work (schedule of works). • Complete detailed costed 10-year management and maintenance plan for the park, and secure support for any increased resources required. • Do a detailed risk assessment. • Provide job descriptions (if these apply) and proposal for advertisement and recruitment of new posts. • Provide a proposal for buying goods and services. • Prepare planning, or natural or built heritage, applications (if these apply) and put these forward to the relevant planning or heritage authority. • Prepare detailed cash flow and income and expenditure tables. • Develop a proposal to assess the project against your original aims and outcomes (evaluation). • Develop a proposal for acknowledging our support. 	<p>RIBA work stage D</p>

Send us your second-round application by 28 February or 31 August for assessment and second-round decision in the following June or December.	
<p>Final proposals (not all parts of your detailed proposals will need further work)</p> <ul style="list-style-type: none"> • Project delivery team should be in place. • All partnership funding must be in place. • You will agree with us the final outcomes, timetable and costs: detailed drawings and schedule for capital works; and detailed action plan for activities. • The final costed 10-year management and maintenance plan will be confirmed, approved and signed by the managing authority. • All planning, or natural or built heritage permissions you need are received (if this applies). • Evaluation proposals in place. 	RIBA work stage E
Apply for permission to start your project as set out in <i>Managing your grant</i>.	
<p>Delivering the project</p> <ul style="list-style-type: none"> • All the resources you need must be in place. • You must track all costs. • You must regularly consider proposed changes. • You must continue to assess the project against your original aims and outputs (evaluation). • You must give us regular progress reports (monitoring). • Tell Green Flag Award contractors in which year you intend to first apply (the year after practical completion of your capital works). 	RIBA work stage F to K
Send us regular progress reports and invoices for grant requests.	
<p>Evaluating the project</p> <ul style="list-style-type: none"> • Complete your evaluation of the project. • Record the lessons you have learnt. • Assess the performance of your project team and give us feedback. • Report back to your stakeholders. • Apply for your first Green Flag Award. • Permanently acknowledge our support. 	RIBA work stage L
Send us a completion and evaluation report.	
<p>After your project is complete</p> <ul style="list-style-type: none"> • Retain Green Flag award for minimum of seven years. • Respond to regular, or one-off, requests by HLF for information about the project over the whole of the grant contract period (25 years). 	

Application flow chart

All projects

Download or ask for the Parks for People application pack.
Read this introduction and application form help notes.



Send us a pre-application enquiry form.
We will tell you whether your park is likely to meet our definition of a public park
and the three programme priorities, and what to do next.



First-round applications

Send us your first-round application form at the basic proposal stage by 28 February
or 31 August each year, with or without a request for a development grant.

We will decide if your park meets the programme definition of a 'public park'. If it does
not, we will reject the application without further assessment.



We assess your application.

We will contact you to discuss your project.

It will take us three months from the date we receive your application to assess it.

The Regional or Country Committee will discuss your application and make a
recommendation to the Board. The Board, which meets to discuss all Parks for People
applications every June and December, will make a decision. The outcome will be either:

- a you pass the first round without a development grant; or
- b you pass the first round with a development grant; or
- c we say you have made an unsuccessful application –
if this is the case we will explain the reasons why.



Successful first-round applications

We discuss with you developing your second-round application.

If you have little experience of doing a project of this type, or on this scale,
we may offer you a mentor to support you in developing your project.

We will keep in touch with you as your project progresses to the second round
and ask for regular progress reports (even if you have not asked for or received
a development grant) and invoices.



Review

We will review your application when you have developed outline costs. This
will usually be when your outline proposals are ready at RIBA Stage C.

We will ask you to continue developing your project to the second round, unless your
proposals have changed significantly and we consider they no longer represent value
for money. If this is the case, we may withdraw our support.



Second-round applications

As soon as you are ready, send in your second-round application to arrive by either 28 February or 31 August, with your detailed proposals at RIBA Stage D, your activity plan, Conservation Management Plan (if required), Master Plan, detailed schedule (list) of costs and any other things we have asked for.

The maximum time allowed for Parks for People between decision at first round and application at second-round is 27 months. For example, if you are successful at first-round Parks for People assessment in June 2009 you must submit your second-round application by 31 August 2011. If you do not do so, you must apply again at the first-round.

It will take us three months from the date we receive your application to assess it. The Board, which meets to discuss all Parks for People applications every June and December, will make a decision. The outcome is either:

- a to award you a grant; or
- b to say you have made an unsuccessful application – if this is the case we will explain the reasons why.



Successful second-round applications

We discuss with you how you should develop, deliver and monitor your project.



Permission to start the project

When your final proposals RIBA Stage E, and final management and maintenance plan are ready, you must apply for and receive formal permission before you start work on delivering your project. You can apply at any time up to six months from the date of second-round decision. If you do not do so, your grant may be withdrawn and you must apply again at the second-round.



Delivering the project

You deliver your project in line with your proposals and meet out our conditions as set out in:

Managing your grant;
How to acknowledge your grant;
Standard terms of grant;
and
Evaluating your HLF project.



Complete your project

You send us a completion and evaluation report before we release the final 10% of your grant.

Your application

Preparing your application

Contact us for advice on your project proposals before you apply using the pre-application enquiry form. We will let you know whether your park is likely to meet the definition or our three priorities for this programme, and tell you what you should do next to make an application to us.

We have produced guidance for all our programmes on a number of issues to help you develop a good-quality application. Some of this is essential reading – the main documents are shown below.

Title	For which projects
<i>Planning activities in heritage projects</i>	Essential reading for parks projects.
<i>Evaluating your HLF project</i>	Essential reading for parks projects.
<i>Planning greener heritage projects</i>	Essential reading for parks projects.
<i>Conservation management planning</i>	Essential reading for parks which: <ul style="list-style-type: none"> • are included on a national register of special historic importance; or • are within or adjoining a Conservation Area; or • contain a Scheduled Ancient Monument; or • contain a Site of Special Scientific Interest or habitat for rare and endangered species; or • are the setting for a Grade I or II* Listed Building.
<i>Financial appraisal for heritage projects</i>	Essential for parks projects which rely in some way on income or some form of charging for long-term viability.
<i>Understanding full-cost recovery</i>	Essential for voluntary-sector applicants who want to claim a percentage of their organisational overheads as part of their project costs.

For all our programmes we have also produced guidance on heritage topics and activities – for example, *Thinking about oral history* and *Thinking about volunteering*. Some guidance notes are available as a brief summary - *First steps in conservation* - and in more depth for larger or more complicated projects - *Thinking about conservation*.

<i>Public Parks: 10 Year Management and Maintenance Plans</i>	Essential reading for all parks projects.
<i>Understanding and Valuing Your Park</i>	Essential reading for those park projects not required to provide a Conservation Management Plan.

In developing your plans and filling in your application, you must also consult your staff, other services, elected members, volunteers and the public.

Other sources of advice and support are available – for example, your local authority may provide funding advice or may be able to tell you about other organisations that could help you with your planning.

If your park is of national importance for its historic buildings, design, landscape or wildlife value, or you are proposing to do work to a listed or scheduled structure, or Site of Special Scientific Interest, or work which interferes with a protected species, you must get advice from the relevant local Conservation Officer and if of high national significance, such national agencies as English Heritage, or Scottish Natural Heritage, or Environment Agency. Their advice and comments will help you plan your project.

Filling in the application form

The application form is the same for both application rounds. It is designed to act as a plan for your project, pointing you to the things that you need to consider when developing it. The application form is also meant to be a living document to which you add information as your planning progresses between the first and second rounds. As a result, you will be preparing your second-round application by updating and adding to the information you provided at the first round as your project develops. The help notes to each question explain what information and documents we need to see at the first and second rounds. Do not send information that we have not asked for as we will not use it in our assessment.

Your first-round application

You should send us your first-round application when you have basic

proposals. At this stage you need to show us that:

- your park meets the definition for this programme;
- your park meets the three priorities for this programme;
- your project has the potential to deliver all five outcomes required for this programme;
- you have an estimate of overall costs, and the amount you want to ask us for, and you have plans for raising the rest;
- you have suitable resources to manage the project; and
- your project will deliver good value for money.

Developing your project

In your first-round application you must tell us what other work you expect to do to develop your project proposals towards a second-round application and whether or not you are asking for a development grant for this. Read *Examples Of Development Work* on our website to see the types of specialist services you can use a development grant for.

Preparing your second-round application

If you are successful in the first round, your case officer will tell you what is expected for the second round. If you have little experience of a project of this type or on this scale, we may help you with appropriate support from your case officer or from a mentor we can appoint.

We will agree with you the timetable for sending in your second-round application. Send in your second-round application to arrive by 28 February or 31 August. The deadline for sending in your second-round application is 27 months. For example, if you are successful at first-round Parks for People in June 2009 you must submit your second-round application by 31 August 2011. If you are longer than this, you will need to send us a new first-round application.

We will keep in touch with you as your project progresses to the second round and ask for regular progress reports. We will review your application when you have developed outline costs and got quotes or tenders. This will usually be when your outline proposals are ready. We will ask you to continue developing your project to the second round, unless your proposals have changed a lot and we consider they no longer represent value for money. If this is the case, we may withdraw our support.

For the second-round application, we will expect to see your detailed proposals. You will use the same application form updating and adding to the information you sent in at the first round, and send us the extra detailed documents we require.

Success at the second round

If you are successful with your second-round application, we will make a full award to your project. We will review the support structure for your project before we start to monitor it. Some projects will need further work before final proposals are ready. This work must be done within six months.

At this point, you will need to ask for our permission to start delivering your project. We will review whether the final proposals are acceptable, that you have all legal or organisational approvals you need (including future increased expenditure on management and maintenance), and that the project is still financially realistic and offers value for money.

Assessment and decision-making

What we will assess

At each round we will judge your application against several different rules or principles (criteria) both for this programme and for all our funding.

In both application rounds we will assess how far your application shows that:

- your project offers value for money, taking account of the overall benefits of the project in relation to costs and the amount of development and future grant you want from us;
- your project is well planned and your proposals for managing it are sound;
- your organisation is capable of delivering the project; and
- your project is financially realistic and there is a clear need for Lottery funding.

In the first round we will assess:

- if your organisation is a priority applicant for Lottery funding;
- if your application is complete with all the information we require;
- if your park meets the **definition** for this programme;
- how well your park meets the three **priorities** required for this programme;
- how likely it is that the project you propose is going to deliver the five **outcomes** required for this programme;
- if the development funding is suitable for the project proposed; and
- if you are likely to achieve the cash or non-cash partnership funding proposed (minimum 5% for grant requests of under £1 million and 10% for grant requests of £1 million or more).

In the second round we will assess:

- how well your detailed project will deliver each of the five outcomes required for this programme.

At the second round we will also assess how your project:

- meets our guidance on environmental sustainability (as set out in *Planning greener heritage projects*).
- meets our guidance on *How to acknowledge your grant*;

- meets our requirements on procurement;
- meets any special requirements agreed at the first round;
- has fully explored other sources of funding and needs the amount of grant you have asked for to go ahead;
- will secure the partnership funding proposed; and
- will be evaluated appropriately.

At the second round we may ask for advice from heritage agencies and other specialists.

A visit by our staff, advisers, committee members or trustees may form part of the assessment process at both rounds.

Decision-making

Decisions on Parks for People first-round and second-round applications are taken by our Board of Trustees twice each year at their meetings in June and December.

The application process is competitive in both rounds and success in the first round does not guarantee you will be successful in the second round. Demand for our funds means that we cannot support every application that meets our criteria. The success rate for applications will depend on:

- the number of applications we receive;
- the total amount of grant you ask for; and
- our available budget.

As a rough guide we expect to make full awards to around five out of six applicants at the second round. So, passing the first round does mean that you have a good chance of receiving a grant at the second round.

In reaching a decision at either round, if there are more supportable projects (in other words, projects that meet our criteria)

than the available budget can cope with, our decision takers will use their judgement to choose which applications to support.

They may take account of other relevant considerations, for example (in no particular order of importance):

- value for money – taking account of the overall benefits, which projects will have the most positive effects and give us the opportunity to make the greatest difference for our investment;
- the case for carrying out the project with public funding, including the risks or opportunities associated with not supporting a project;
- the need for our funding in particular, and considering whether you have fully explored all possible sources of other funding;
- whether a project will add value through building partnerships and attracting other funding;
- projects of exceptional value and lasting importance; and
- how much funding an area has already received.

How we will monitor your project

Managing your grant

We will send you our guidance documents on *Managing your grant* which provide guidance on how to monitor your project, so that you can tell us about its progress and how well it is meeting its aims.

We may choose someone to help us monitor your project. We will also review your project at important stages of its development.

Buying goods, works and services

If you receive a grant, you must get at least three competitive tenders or quotes for all goods, work and services worth £10,000 or more that we have agreed to fund.

And, beyond certain published limits and when public-sector funds (including our grant) make up more than 50% of the cost of your project, you must follow all European Union (EU) and World Trade Organisation (WTO) procurement regulations (regulations for buying goods, work and services).

You can find useful information and guidance at:

www.ogc.gov.uk/documents/ProcurementPolicyPublicContractsRegulations.pdf

www.ogc.gov.uk/documents/Intro_to_EU.pdf

We strongly advise you to get professional or legal advice. If you have not followed the correct procedure, we will not pay the grant.

You must advertise for all new staff posts.

Paying grants

We will pay your grant in instalments as you spend money while carrying out work on your project. You will need to send us regular requests for payment supported with invoices or payment certificates showing how much of the work that we have agreed to fund has been done. We would normally expect to receive your requests for grant payment around once every three months.

We will check each request for a grant payment and aim to pay our percentage share of the actual costs within three weeks. Because we can only pay our grant after the work has been done, you may need to pay the invoices you receive before you can ask for your grant. Consider carefully how you will cover these costs until you receive your grant.

Completing and evaluating your project

Evaluating your project falls into three phases.

1 You should monitor and evaluate the project while it is being delivered. You

must send us regular progress reports as set out in our guidance *Managing your grant*.

- 2 You must send us a final completion and evaluation report at the end of your project. We need this before we will release the final 10% of your grant so you will need to budget carefully for the final part of your project. In this report we will ask you to 'tell the story' of your project – returning again to the five programme outcomes, saying why you wanted to do it, what work and activities you did carry out (compared to what you had planned to do), and what the benefits have been on each outcome. The report should also include details of issues or events relating to managing the project, staffing or the programme that you consider have been successful or unsuccessful.

See the website www.parksforpeople.co.uk for toolkits and our guidance *Evaluating your HLF project*.

- 3 To ensure that quality and standards of management and maintenance are maintained within the park you must apply for, and achieve, a Green Flag Award in the first year after completion of your capital works, and retain this award for a minimum period of seven years. We will receive annual reports from the Green Flag Award contractor, and will expect high scores for **all** criteria.

As part of our procedures for making sure you keep to the terms of our grant (including agreed increased management and maintenance costs), we will send you an evaluation questionnaire one year after your project is completed. We will send you the same questionnaire five and ten years after your project is complete. This will ask you to update some of the information you will have supplied us with during the assessment.

Promoting and acknowledging your grant

The funds that we distribute are raised through the National Lottery. We receive one-sixth of the Lottery money that goes to the 'good causes' and it is important that we give Lottery players and the public as much information as possible about the grants we make. This is in line with our commitment to being open about our responsibilities and actions.

As a result, we may publish, on our website, the fact that you have applied to us, what you have applied for and details of any decision we have made about your application. We may also make this information available to the media. To do this we will use information that you have given us in your application.

There may be times where you would prefer us to delay publishing information relating to your application. We will consider this with you at the time.

Project publicity and acknowledgement

Public support is vital to make sure that Lottery investment in heritage continues in the long term. We want the value and benefits of Lottery funding for heritage to be widely understood and appreciated.

If we give you a grant, you must publicise and acknowledge it. We can contribute to the costs involved if you have included them in your project budget. We will expect you to publicise and promote your project as widely as possible, to:

- make sure that people have opportunities to take part;
- contribute to its future; and
- make sure that the National Lottery's contribution is recognised.

Your acknowledgement of our grant must be clear to all visitors using your site, on

publications or displays, or to people taking part in activities. This should be in a prominent place (like the main gateway into the park, on information boards, and front cover of publications) as soon as possible after we confirm an award at the second round and before work begins. Remember that to erect signage in the park you may need temporary or permanent planning permission or Listed Building or other consents.

You must make sure you acknowledge your grant publicly in line with *Managing your grant* and minimum conditions set out in our guidance *How to acknowledge your grant*. You should do this by using the 'crossed fingers' and the HLF logo. We supply these to you as one piece of artwork.

Other information about your application

Freedom of information

We have a duty to keep to the Freedom of Information Act 2000 and the Freedom of Information (Scotland) Act 2002 in Scotland. When you sign the declaration at the end of the application form, you are confirming that you have no objection to us releasing sections 2 to 4 of the application form to anyone who asks to see them. If there is any information in sections 2 to 4 of the form that you don't want made publicly available, please say this in the space provided and explain your reasons. We will take these into account when we respond to any request for access to those sections. Otherwise, we will release sections 2 to 4 to the public if asked. We may also be asked to release other information contained elsewhere in the form and we will respond to these requests after taking account of your rights and expectations under the Freedom of Information Act 2000, Data Protection Act

1998 and the Freedom of Information (Scotland) Act 2002 in Scotland. In those cases, we will always consult you first.

Data protection

Under the Data Protection Act 1998 we will process personal information relating to your organisation, its officers and staff or any other people referred to in your application, for:

- assessing your grant application and how we handle it;
- handling the terms of our grant;
- sharing information with our specialists and monitors;
- keeping you informed about our work, including by email, where an email address is supplied. If you would prefer not to receive information from us which is not connected to your application or grant, you can let us know at any time by sending an email to enquire@hlf.org.uk, telephoning **020 7591 6042**, or writing to **Information team, Heritage Lottery Fund, 7 Holbein Place, London SW1W 8NR**;
- publicising information about your application;
- research related to your application;
- sharing information with other Lottery distributors or grant-making organisations and other carefully identified organisations (such as best-practice groups) who may want to contact you about your application or project; and
- other legal or regulatory purposes, for other purposes reasonably related to making grants (such as customer surveys).

Complaints

If you are not happy with the service you have received, please contact the office you first dealt with. They will try to put things right. If you are not satisfied with the response you receive, you can take this further by writing to our Chief Executive. You can get a copy of our complaint procedure from our website or any of our offices.

Part 2 Help notes

Notes to help you fill in the application form

Introduction

These help notes explain in more detail what information we want you to provide in answer to the questions on the application form. You also need to read the Introduction to the Parks for People programme.

It is important to answer each question as clearly and concisely as you can. If you have any problems or questions, contact our helpline or country and regional teams. As a guide we expect your answers to each section to be no more than 1000 words (about two sides of typed A4) at the first round. There is no word limit for a second-round application.

The application form is the same for both the first and second round. It is designed to act as a plan for your project, pointing you to the things that you need to consider in developing it. The application form is also meant to be a living document to which you add information as your planning progresses between the first and second rounds. As a result, you will prepare your second-round application by updating and adding to the information you gave at the first round as your project develops. We recommend you read the help notes for both rounds at the beginning of the process.

As well as filling in this form you will need to give us some supporting documents – see the list of supporting documents which is in the Application Form.

Welsh language

If your project is based in Wales or is designed to benefit people in Wales, we expect you to make appropriate use of the Welsh language when you deliver the project. Please read our guidance *Incorporating the Welsh language into your project* for more information.

Name and postcode of your park

Please include the name of the town or city or area first, followed by name of the park. For example Oldham, Victoria Park, or Edgbaston, Queen's Park.

If your park does not have its own postcode, please use the postcode of the property nearest to the main entrance of the park.

Section one – About your organisation

1a Name and address of your organisation

- Give the official or registered address with the full postcode.
- The name should be the same as that on your constitution.
- If this is a joint application, give the name of the lead organisation.

1b Name of main contact person

- Give details of someone who can talk about your application in detail during normal working hours.
- 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. You must tell us if you would prefer to receive correspondence by post.

1d Describe your organisation's main purpose and regular activities

If you are a local authority or government agency and sole applicant, please state and move to question 1e.

- Explain when and why your organisation or partnership was formed. Describe its purpose and aims as shown in your constitution (your organisation's formal rules).
- Tell us your organisation's regular activities and how they are paid for.
- If you are applying as a partnership, give the names of all organisations in the partnership. Describe the regular activities of the partnership and how they are paid for. If your partnership includes any private owners or commercial companies, tell us what funding they will receive as part of your project.

1e Describe the size and staff structure of your organisation

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

- Tell us the number of paid staff (full-time and part-time) and describe the role of staff and volunteers (if any).
- If you are applying as a partnership, describe the roles of any paid staff (full-time and part-time) or volunteers employed specifically for the partnership.

1h Do you own the whole park outright? If not, who does?

- Tell us if you own the freehold of any land or buildings. If you do not own all the land or buildings, tell us who does.
- You should provide copies of deeds or other proof of ownership as part of the list of supporting documents you must send with your application. Please see Introduction **Ownership requirements**, p.5.

1i Does your project involve leasehold land or buildings?

- Tell us the subject or subjects of the lease and the length of lease in years at the date you make your application.
- You should provide copies of leases or other proof of ownership as part of the list of supporting documents. Please also refer to **Ownership requirements** in the Introduction.

1j What leases, licences or informal agreements have you, or others, given in the park to others to occupy land and buildings or use facilities?

We are aware that for some parks, the interests you or others have in the land, buildings or facilities can be complicated. As the owner of the park, you or other parts of the local authority may have given short or long-term rights or occupation to others.

These rights may include occupying and using a mansion, lodges, outbuildings, sports facilities, yards and premises, or rights (with or without a legal agreement) to hold events or activities such as fairs or fishing. It is important that we are aware of all of these, as they could set certain restrictions on access and use of the park which could affect the project.

- Tell us about all the agreements in the whole park, for example to occupy land and buildings or to use facilities, such as residential tenants, fishing, sports clubs, one o'clock club, Sons of Rest.

1k Have you received advice from us before making your application?

- Tell us if and when you have received advice from us, and if so the name of your contact at HLF.

First-round applications

Section two – Your Park – Our Priorities

For us to consider your park for funding you must show us that your park meets the definition and priorities for this programme.

If we consider that your park does not meet the definition, given in **Definition of the term ‘public park’** in the Introduction, p. 1, we will reject your application without further assessment, and let you know the reasons why.

The priorities for Parks for People are:

- the community values the park as part of their heritage;
- the park meets local social, economic and environmental needs; and
- the park actively involves local people.

This means that at the first round we will select parks for funding by their heritage value; how they contribute, in a wide range of ways, to urban and rural regeneration; and the strength of the working partnership between the local authority and the community.

2a Describe your park, and where it is located.

- Describe the main physical character and features of the park including:
 - what sort of park it is (square, garden, country park and so on);
 - the size of the park in hectares;
 - the character of the park and different areas within the park;
 - the main buildings or features in or adjoining the park;
 - where the park is and the main entrances; and
 - the type of housing, businesses or countryside that surround the park.

- Send us a copy of a survey plan of the park with your first-round application. Label clearly all the main features, facilities and access points. See the list of supporting documents in the application form.

2b What is the heritage value of the park?

Heritage includes many different things from the past that we value and want to pass on to future generations. See **Heritage value** in the introduction, p. 1.

We can fund heritage that is not officially protected in some way, but you will need to explain its heritage value.

You must send us a **conservation statement** at the first round and a conservation management plan at the second round **if your park is:**

- recognised as of national heritage value, for example included on the English Heritage Register of parks and gardens of special historic interest; or
- within or adjoining a Conservation Area; or
- includes, or forms the setting for, any Grade I or II* Listed Buildings, or a Scheduled Ancient Monument; or
- includes a Site of Special Scientific Interest, or habitats for protected species, or other recognised site of high nature conservation or geological value.

See our guidance *Conservation management planning*.

- Give us a short factual history of the park from when it was designed and built, to what survives today, and how it has changed over time.
- Describe all types of heritage value of the park, including how the local community values the park.
- Make sure you include the heritage value of lost features, for example a bandstand, water feature or statue.

2c How is your park managed today?

- Tell us what problems and opportunities there are in how your park is managed.
- Tell us what the park is like now and if your park or park features are at risk or under threat in some way (for example, decayed trees, silted up water features, poor drainage, boarded up buildings, derelict features, worn out grass, graffiti and vandalism, collapsed fences, too many wildfowl or dogs).
- If you have had a condition survey or other kind of survey – for example, a Green Flag Award assessment or self-assessment – that has identified any problems, summarise its findings.
- Tell us if there are any issues or problems relating to your park that make it difficult for people to use or enjoy it (for example, security, access, dog fouling, anti-social behaviour, or lack of seating, toilets or play areas).
- Tell us how you manage the park now, and what are the management issues (for example, lack of staff, lack of skills, lack of money).

2d What are the wider values of your park and who are these important to?

Parks can meet a wide range of social, economic and environmental needs within a community, area or region.

- Tell us how your park responds to the needs of the community, including:
 - social needs (for example, increasing learning, well-being and community cohesion, reducing crime and disorder, improving fitness and health);
 - economic needs (for example, contributing to wider regeneration projects, providing jobs, and encouraging tourism and local products); and
 - environmental needs (for example, greening our towns and cities, reducing carbon dioxide or

pollutants, sustainable use of natural resources, conserving wildlife, reducing the amount of energy, water and waste, and reusing and recycling materials).

- Tell us if the park catchment area is recognised locally, regionally or nationally:
 - as being below standard or failing to meet government targets (for example, for health or education or employment); or
 - as being part of an area of urban or rural regeneration; or
 - as contributing to social, economic and environmental strategies for the local area, including the Green Space Strategy.

2e How do people get involved in managing the park

We will only fund parks which can show a strong and active partnership in managing the park between the local authority and the community.

Successful park management benefits from the skills, knowledge and involvement of a wide range of local government services and professionals, or local representatives of national agencies, or local businesses or the voluntary and community sector. Their roles will depend on their interests and the type of park.

Direct involvement in the park means people (as groups or individuals) taking an active part in day-to-day management of the park (for example, through friends' groups, a local community forum, preparing management plans, and running community events or other activities like being a warden, leading walks or tours or gardening).

- Tell us how the community takes an active part in your park management - who do you involve, what do they do and how often?

Section three – Your project

For a first-round application, tell us about your project in brief, referring to the project stages table in the Introduction.

3a What is your project?

- Give us a brief description of your project (no more than 200 words).

3b What will your project do?

Your aims should relate to your heritage but also to the people who will be taking part and those who will be benefiting from your project. Consider the problems you described in section two which you want to solve, and the opportunities you want to take for this park.

There may also be other aims, outside this programme, and not included in the project costs.

- Tell us (as a series of bullet points) the overall aims of the project, and anything happening outside of the project that is relevant.

Successful parks projects must also achieve all five outcomes. To do this they need to include both physical (capital) works and a range of activities for people. There may also be other works or activities taking place at the same time, with other funding.

Before deciding what to include in your Parks for People project, check **What we will fund, What we will not fund** and **Other restrictions on funding** in the Introduction, pp.3-4.

- List the types of capital work and activities that you are proposing and have included in your costs.
- Tell us what new staff you want to employ as part of this project (for up to five years).
- Tell us about anything else happening in the park outside of this project.

If you do not have the professional skills and experience in-house to plan, develop and deliver capital work or activities to high standards, you should ask for advice from suitable external consultants. You can include the costs of hiring these consultants in your development and delivery costs.

3c How have you arrived at this project?

There is a high demand for Lottery funding. You will need to show that there is a real need for this project and that you have thought about all other options.

- Tell us, in brief, how you got the idea for your project and what other options you considered before deciding to develop this approach to this park.
- Tell us how you know there is a need and demand for the project.
- How does the project fit into the wider aims of your local authority Green Space Strategy? Send us a copy of this strategy with your first-round application. See the list of supporting documents in the application form.
- If your project relates to any regional or national strategies, tell us what support you have for the project outside of your own organisation.
- Tell us about any people or organisations that have objected or may object to your proposals.
- What point in the project development are you at (for building projects see the RIBA stages in the Introduction, pp.6-7)?
- What will happen to your heritage if you are not successful with Lottery funding?

Section Four – Project outcomes

In section three we asked you to list the aims of your project and to briefly describe the work and activities that you will do to help achieve your aims. In this section we

ask you to describe briefly the outcomes (benefits) you expect your project to achieve from these works and activities.

Through this programme we require your park project to achieve five outcomes. These outcomes are:

1. increasing the range of audiences using and enjoying the park;
2. conserving and improving the heritage value of the park;
3. increasing the range of volunteers involved in the park;
4. improving skills and knowledge about parks through learning and training; and
5. improving management and maintenance of the park.

At the first round we will assess the potential benefits of your project and how well you have responded to needs and opportunities in the park. We will also consider if the costs you propose are likely to offer value for money.

4a1 Outcome 1: How will you increase the range of audiences using and enjoying the park?

Audiences is a term we use to describe **all** the people who might use and enjoy being involved in, or come into contact with, your park. This includes your current users and visitors, as well as new people you would like to attract. It includes volunteers and members of Friends groups, your staff, and your board of management, if you have one. All of these people form your potential audience.

Parks are not all the same - they have different functions for different people. Different parks will have the potential to attract a different range of audiences. Some parks might be of value mainly to local people, others may have wider appeal. Some parks are more suitable for some activities, for example a park may be a quiet area for peace and relaxation,

or more suitable for small children or older people. Other parks may be for sports, music, events or young people. Large parks may be able to offer different activities in different areas for different types of audience.

We want you to increase the range of audiences using your park in a way that is realistic for your park and your situation.

Developing audiences is about putting people centre-stage. It involves finding out what they want and presenting your park in a way that is accessible, inviting and meaningful to them. To increase the range of audiences using the park, you must know:

- who your audiences are now and what they think about the park;
- who is not using and enjoying the park, and what barriers they face;
- what type of park it is and what activities it could best offer;
- how this park relates to other types of park and green spaces, and what they offer;
- which new (target) audiences you want to attract that are suitable for the type of park; and
- what activities and facilities will best meet the specific needs of the target audiences.

See our guidance *Thinking about audience development*. You might also find it useful to look at our guidance *Improving your project for disabled people*.

New audiences may need new facilities. We will always give priority to projects which adapt and re-use existing park buildings and facilities, rather than new-build.

Due to increased demands on our funding, we will carefully consider the need demonstrated for new build structures and features in assessing the value for money

offered by your application. You can find a list of what we consider to be new-build in the help notes for Section Six The costs of your project at Question C8.

Please also see **Other restrictions on funding** in the Introduction, p.4.

Tell us in brief:

- what you know about your audiences now;
- what new audiences you might want to attract in the future and why;
- what physical works and activities you might have to do to attract these new audiences.

More information from recent visitor surveys is given in answer to question 4a2 below.

If you are successful at the first round, you will need to develop your proposals and send us an activity plan with your second-round application. See our guidance *Planning activities in heritage projects*. Remember to include the cost of preparing an activity plan in Section six The costs of your project.

4a2 What type of people visit the park now, what do they mostly visit for, and how many visits were there in the last 12 months ?

If at first round, you already have some further information about users and non-users of the park from observation or survey, tell us how and when you got the information, and tell us briefly what you found out.

4a3 Information only required at the second round.

Please also read Second-Round Application Section four Help notes (pp.36-37) for the type of visitor survey work you will be expected to do during development if you are successful at the first round. You

can include the cost of this development work in Section Six.

4b Outcome 2: How will you conserve and improve the heritage value of the park?

The majority of the capital (physical) work you propose must help conserve and improve the social, designed and natural heritage value of the park that you identified in Section 2b. You may also be proposing activities that help meet this outcome, such as oral history projects, exhibitions, publications or websites. Think about ways that you may be able to involve volunteers in these tasks, if appropriate, to help meet outcome 3.

If your park is of national importance for its historic buildings, design, landscape, or species or habitat of national value, or you are proposing work to the physical structure, or setting of, a grade I or II* Listed building or Scheduled Ancient Monument, you must get advice and support for the work from the relevant national agency such as Scottish Natural Heritage, CADW or English Heritage. All proposals on these sites must be informed by a Conservation Statement at the first round.

We recognise that many public parks in the UK are now in a poor physical condition due to a wide range of social and economic issues. You will have identified these needs in Section 2c. The capital work you propose must deal with these physical needs as a priority.

To plan this capital work, you may need to carry out condition surveys of buildings, trees, services (drains or power supplies) or features such as lakes. You must carry out any necessary surveys by the second round, so you should allow for the cost and time to do them in your development costs.

We will always give priority as value for money to funding the repair, adaptation

and re-use of existing or redundant park buildings, rather than providing funding for new buildings.

- Tell us in brief how the work and activities you propose will conserve and improve the heritage value of the park.

4c **Outcome 3: How will you increase the range of volunteers involved in the park?**

A volunteer is someone who gives their time willingly, unpaid, to an activity which aims to benefit places, services or the community.

We expect your project to create opportunities for more people from a broad cross-section of society to volunteer, and for volunteers to carry out a range of activities suitable for the park. For example new volunteers may:

- carry out physical work; or
- organise or supervise activities; or
- help and advise on management and maintenance.

Children and students are not volunteers unless their activity takes place voluntarily, and outside school hours. Similarly, for employed adults to be considered as volunteers, they need to offer their time for free, outside their normal paid working hours. People who choose to attend and take part in events and activities are not considered to be volunteers.

Successful parks projects will link their audience development work (Outcome 1) to recruiting and encouraging volunteers. Once you have involved a new group in consultation and supported them to organise new activities linked to the park, the next step is to encourage them to volunteer. Creating volunteering opportunities for local people or local businesses will encourage them to feel ownership of the park and will help

sustain the benefits of your project, both for people and the park.

Volunteer roles might include:

- being gardeners, rangers or wardens;
- running community facilities such as cafés;
- planning or leading activities;
- carrying out research or surveys; or
- being a member of your management team.

You may develop and manage new volunteers yourself or form partnerships with others such as community associations, wildlife trusts or British Trust for Conservation Volunteers (BTCV). See our guidance *Thinking about volunteering*.

Tell us in brief:

- who volunteers now and what they do;
- which volunteering opportunities you would like to create to help sustain the benefits of your park project;
- which groups of people you want to attract and encourage to become volunteers;
- what facilities and staff support you will give to your volunteers; and
- what difference this activity will make for people and your park.

If you are successful at the first round, you will need to develop your proposals for increasing volunteering opportunities and send us an activity plan with your second-round application. See our guidance *Planning activities in heritage projects*.

4d **Outcome 4: how will you improve skills and knowledge about parks through learning and training?**

To meet the requirement for this outcome your project must include both learning **and** training opportunities.

Your project must create opportunities for people to learn about your park and the heritage related to it. You can also help people to learn about parks and their heritage in general.

For example, you could:

- Provide information about your park's heritage and interpret it for people through exhibitions, displays, audio-visual material, leaflets, trails and websites. See our guidance *Thinking about interpretation*.
- Organise events or activities to help the general public or particular groups of people learn about your park's heritage, including:
 - open days;
 - walks, tours, workshops or practical sessions;
 - performances;
 - on-site sessions for schools or visits to schools;
 - outreach activities to community groups such as people living in care homes;
 - sessions targeted at children (0-12), young people (13-25) or older people (over 50);
 - workshops developed with and for disabled people; or
 - work-experience placements for school children or students.

See our guidance *Thinking about learning*.

Your project must also create opportunities for training young people and adults to gain new or increased skills in the green-space sector.

We want to support a wide range of work-based skills development. Training can improve skills and knowledge in a wide range of areas such as horticulture, identifying plants and animals, buildings conservation, and project or countryside management. All the training you

deliver must be directly related to your park project. See our guidance *Thinking about training*.

Training may be for park staff, volunteers, young people or others who want to develop new skills in park services. You may want to prioritise training opportunities for scarce craft or conservation skills or invest in training for community volunteers. Training opportunities may be provided in many different ways, for example, by:

- sharing skills within your own organisation;
- inviting specialist people to deliver training at your park;
- through your procurement practice, encouraging contractors or professionals to include new training opportunities in their tender documents;
- sending staff/volunteers on part-time or day-release accredited training courses elsewhere; and
- allowing staff/volunteers to study park skills or projects in other parks or local authorities.

See our guidance *Thinking about training*.

We do not fund health and safety training for paid staff nor any other training which is your legal responsibility as an employer.

Accredited training is a specialised area of activity and you will need to get advice from local, regional or national training providers or qualifications organisations. Training should link to national occupational standards or other quality standards or accreditation (for example, Apprenticeships, Diplomas or the Construction Skills Certification Scheme), where appropriate.

Tell us in brief:

- what learning **and** training activities exist in your park now;
- who you will reach with the learning

and training activities provided through your project;

- what these people will learn **and** be trained in; and
- what difference this activity will make for people and your park.

If you are successful at the first round, you will need to develop your proposals for learning and training and send us an activity plan with your second-round application. See our guidance *Planning activities in heritage projects*.

4e **Outcome 5: how will you improve management and maintenance?**

Successful applications will need to show that you propose substantial improvement to methods of management and maintenance. Proposals are likely to include preparing a comprehensive management plan to CABESpace and Green Flag Award standards, restructuring existing staff, budgets and contracts, or appointing new staff based in the park. For example, the staff needed may be park managers, skilled head or assistant gardeners, rangers, security officers, community liaison officers, facility attendants or caretakers.

Successful projects have a single budget heading for the individual park, and a single person responsible directly to the local authority and community for the standards and service delivery for that park.

As a visible presence in the park, staff can bring many benefits such as increasing standards of horticulture, cleanliness and security, providing a rapid response to incidents and regaining public confidence through regular communication. (See CABESpace publication *Parkforce* (2005).)

If you are successful at the first and second rounds, and complete the project, **all income gained directly and indirectly**

from the project improvements must be spent for the benefit of the park.

In the first year after your capital work is complete, we will ask you, as a condition of your grant award, to apply for a Green Flag Award and to retain this award for at least another **six** years. As part of your monitoring, we will ask for the Green Flag Award assessment each year for a minimum of **seven** years. If the award is not yet available in your country, we will expect you to arrange for a separate assessment using the same standards as those published for the Green Flag Award in England. You can find more information about Green Flag Awards and standards on their website at www.greenflagaward.org.uk.

You may include the cost of future Green Flag Award applications or assessments in Section Six C26 Evaluation.

We may also fund the cost of re-training existing staff and volunteers in the new skills needed to increase management and maintenance standards (for example, increasing horticultural skills or customer care). You should include these training costs in Section Six C14 or C15.

Bringing staff and skills back into the park can mean adapting existing buildings, new accommodation or facilities for storing tools and materials or composting. We may help to fund the cost of these facilities if you include them in your capital work in Section Six C7 or C8.

Maintenance facilities we fund must:

- relate directly to the care of the park (not area facilities);
- be open and available for your volunteers to use; and
- offer public access 'behind the scenes' on a regular basis.

Larger area maintenance yards or depots

which can generate traffic and other nuisance may need to be replaced elsewhere outside the park. We do not support the cost of providing new area or other park facilities outside the park, but can support the cost of restoring the park landscape when these facilities have gone elsewhere.

You can include the future increased costs of new maintenance staff, and any other increased maintenance costs for materials and services, up to a maximum of **five years**, within your total project costs in Section Six C31

If you include the increased costs of future management and maintenance within your project, you must then agree to contribute these costs as part of your partnership funding in Section Six D4.

- Tell us in brief how you expect to substantially improve the standards of management and maintenance of your park in the future, and how you will be able to maintain these standards over the whole period of your grant contract.
- You should also tell us how much it costs to manage and maintain your park in the last financial year, including the costs of all inputs from your organisation and other departments or property services if necessary; and
- how much more you estimate it will cost to manage and maintain your park better in the future, as a minimum to a high Green Flag Award standard.
- what new permanent staff you will employ.

By the second round we will expect you to have prepared a **detailed** and costed 10 year management and maintenance plan for your park. See our guidance *Parks*

for People 10-year Management and Maintenance Plans. If you are successful at the second round you must submit a **final** costed 10-year management and maintenance plan when your final proposals are ready for approval, before you will be allowed to start your project.

4f **How will your project affect the environment?**

We need to understand what positive impact (effects) your project will have on the environment and in what ways you will reduce, as far as possible, any negative impact.

We have set out the sorts of issues you should consider, depending on the size and type of project, in our guidance *Planning greener heritage projects*. This includes the standards we expect projects to achieve on a range of resource-use issues, in projects of different sizes.

- Tell us in brief what impacts your project will have on the environment.

Section five – Developing and delivering your project

5a **Who are the main people responsible for developing and delivering your project?**

We are looking to see that your project will be well managed by an appropriate person and a suitably skilled supporting project team.

- Give a broad description of your project team including the person who has overall responsibility for your project, the day-to-day manager of your project, and the main people in your project team (including volunteers). Describe their skills and experience that make them suitable to be part of the project team.
- Explain who is responsible for making decisions and approving changes to your project.

- Describe the reporting structure and how often meetings will take place.
- Also tell us about any other projects your organisation is likely to be delivering at the same time and if any staff working on your park project will also be working on other projects.

5b Describe, in detail, the development work needed for your project.

Project development is the term we use for the work needed to turn your basic proposals at the first round into the detailed proposals needed for the second-round application. You may include a request for a development grant to help pay for this work as part of your first-round application.

- Tell us about the work needed to develop your project and who will do it. See *Examples of development work* on our website for ideas on what you might need to do.
- Development work could be carried out by:
 - existing staff or volunteers;
 - new staff appointed specifically to help develop and deliver your project; or
 - consultants or freelancers who are paid to help with specific pieces of work.
- It is unusual for a project team to contain all the skills needed to deliver a project. Describe the skills you will need and decide whether you will need to provide training for members of your team. Consider whether you need to include the time of other staff, freelancers or consultants as part of any development grant you ask for.
- For all development work involving consultants, send us the brief that you plan to use to appoint the consultant.
- If you want to recruit a new member of staff for the development phase, please attach a job description.

5c What are the risks to developing and delivering your project and how will you manage those risks?

All projects will face threats and opportunities that you need to identify and manage. We are looking to see that you understand the range of risks that you may face and are in a good position to manage them. At the first round you must start to think about the possible problems that you may face. These risks could be:

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

Using the grid provided, tell us the most serious risks that you consider may happen during the development phase to the second round and the risks that may happen when delivering your project if we award you a grant.

You should take account of how any risks will affect the amounts you are allowing for 'contingency' in Section Six.

5d Provide a timetable

We are looking for a clear understanding of both the overall timetable for

completing your project and also a more detailed timetable for the development phase between the first and second application rounds.

Timetable for your total project

- Give a broad summary of your overall project timetable, telling us when you expect the project to start and finish. If you can separate your project into different parts – for example, restoration work and a programme of activities – tell us the estimated dates for these.

Timetable for the development period

For this programme there are two closing dates for second-round applications each year, on 28 February and 31 August.

- Tell us how long you need to develop your project and when you think you will make your second-round application. If your project is already well developed you may need three to nine months. This period is your choice, and will depend on how complex your project is. But the maximum period is 27 months from the date of your first-round decision.
- Attach a **detailed timetable** for developing your project to the second-round application. It should reflect all parts of your project such as choosing consultants, surveys, research, consultation, design stages and reviews.

Section six – The costs of the project

6a Fill in the table.

At the first application round you must **fill in tables A and B in detail**.

- Table A should reflect your spending to develop your project to the second round (detailed proposals stage) and table B should show where you are going to get the funding to meet those costs.

- You must fill in tables A and B even if you are not asking us for funding to develop your project to the second round.
- **Fill in tables C and D in draft.** This gives us an idea of what you may apply for at the second round if you are successful at the first round.

For each cost heading you can break down your costs by adding extra lines so that the cost table is as detailed as you can make it at this time.

You should make sure that you have tested all costs, for example, they may be estimates, or based on quotes, or based on costs for similar projects.

For all goods, work and services of £10,000 and above, you will have to get at least three competitive quotes. You must also follow all European Union and World Trade Organisation procurement regulations. Please see **Buying goods, works and services** for your project in the Introduction, p.14. You must also appropriately advertise all new staff posts. Both of these procedures are likely to take time, and should be allowed for in your timetable.

If you are looking to recruit a consultant for both application rounds, you should make sure their contract clearly says this is the case, and allows for break clauses in case your second-round application to deliver the project is not successful. If you do not, we may ask you to tender again and re-recruit after the second-round decision has been made.

You must make sure your development costs are as accurate as possible. If you have to spend more to develop your project to the second round, we will not be able to contribute to the extra costs.

Columns

- First column – Cost headings
 - The costs in this column are summary headings that we ask you to follow.
- Second column – Description
 - Please add extra lines to describe the individual costs.
- Third column – Costs
 - Please insert the relevant costs – without VAT and contingency (money to be used only for unexpected extra costs).
- Fourth column – Value Added Tax (VAT)
 - Make sure that you only include VAT in this column and not in the costs presented in the third column.
 - You may not pay VAT on certain types of work or may only pay it at a lower rate. You should approach HM Revenue & Customs (www.hmrc.gov.uk) to check how much VAT you will need to pay.
 - We cannot authorise the transfer of any part of the 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.
- Fifth column – Contingency
 - Make sure that you only include contingency in this column and not in the costs presented in the third column. Not all cost items will need a contingency, especially development and activity costs. Your calculation for contingencies should reflect:
 - the degree of certainty with which you have arrived at your cost estimates;
 - the stage of design work proposed;

- the project timetable; and
 - the risk in relation to the type of project you are carrying out.
- We would normally expect larger contingencies at the first round than at the second round because the project risks should reduce as you develop your project.
 - We will only agree to you using the contingencies if you can show an unexpected need within the aims of your project.
 - Make sure that your response to question 5c (relating to risk) influences your decision on levels of contingency.

Cost headings

A Development costs: expenditure to second round

A1 Managing your project

You may decide to recruit a project manager to oversee the whole project. This could be either a new member of staff on a fixed-term contract or you could employ a consultant for an agreed number of hours each week or month. If a consultant, it should **not** be the same person as the consultant designing or delivering the work or activities.

A2 Professional fees

Fees should be in line with professional guidelines – for example, Royal Institute of British Architects – and should be based on a clear written specification.

- You must use a separate line for each consultant.
- We cannot contribute to the costs of staff already on your payroll unless you work them out as an overhead and are claiming them as a voluntary-sector applicant under Full Cost Recovery (see C27).

A3 Staff costs

We can contribute to new fixed-term contracts, secondments (people who are temporarily transferred to your organisation) and the costs of freelance staff to help develop your project.

- You must advertise all posts appropriately and base salary levels on sector guidelines or similar posts elsewhere.
- You may move existing members of staff into a position that has been created for a project but you must justify, in your application, that they are the most suitable person for the post. In this situation we can only contribute to the costs of filling the position then left empty. It is these costs you should add here.

A4 Recruitment

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

A5 Other

- Include all other costs you know about at this stage.

A6 Non-cash contributions

- You may receive some items without charge – for example, using a room in a local college for educational activities or a donation of materials from a local firm. You should reflect the estimated value in your project costs and income as ‘non-cash contributions’.
- This figure should be the same as B2.

A7 Volunteer time

You may receive time given to your project by volunteers. 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, carpentry, leading a guided walk.

- Unskilled labour – £50 a day. For example, clearing a site or working as a steward at an event.
- This figure should be the same as B3.

B Development funding: income

You must be able to raise part of your project costs from your own or other sources. We expect you to show you have tried to raise funding from all other appropriate sources and have contributed as much partnership funding as possible.

B1 Cash

- For all requests for grants, we expect your organisation to contribute some of the total costs of your project from your own organisation's resources.
- We accept cash funding from any public, charitable or private source, including European programmes.
- You can use funding from another Lottery distributor for parts of the project that we are not funding. However, this does not count towards the 5% or 10% partnership funding contribution to the project from your own or other sources.
- You do not have to have all the contributions in place when you apply to us. However, you must have them by the time you are ready to apply for permission to start your development phase. We will assess whether your partnership funding expectations are realistic.

B2 Non-cash contributions (See A6).

B3 Volunteer time (See A7).

B4 Asking us for a grant

- You can ask for up to 95% of the total development costs if you are applying for a development grant of less than £1 million. You can ask for up to 90% of the total development costs if you are applying for a development grant of £1 million or more.

- You should round your grant requests to the nearest £100.

C Delivery costs: expenditure (after second round)

Capital costs

C1-C5 (See A1 – A5)

C6 The price of buying items or property

- List all heritage land or items you want to buy, and how you have arrived at the valuation.

C7 Repair and conservation work

Our priority for this programme is to conserve the heritage value of a park, which means the repair, restoration and adaptive re-use of surviving buildings, features, facilities and designed landscape. This includes the costs of work to:

- remove unsightly buildings or features which have a negative affect on heritage value;
- conserve, repair, or restore an existing heritage item, building, or area, including up to 10% by area of new extensions;
- replace original lost buildings, structures, features, furniture or planting, where the replacement design and specification are based on reasonable historical records;
- reintroduce activities such as boating or band concerts; and
- interpret the heritage value, such as information boards.

C8 New building work

New building work includes costs (labour and materials) for any:

- new buildings, including cafes and toilets;
- new-built features and structures, including sculpture, fencing, gateways and paving;
- new horticultural features, including new tree and shrub planting and new landscape design;
- more than 10% by area new extension

- to an existing building, feature or facility;
- new play, sports or recreational facilities;
- new furniture design including seating, lighting or signage;
- new security or other equipment;
- creation of new wildlife habitats.

We will carefully consider the need demonstrated for new build structures and features in assessing the value for money offered by your application.

C9 Other physical work

Includes the costs of equipment refit, for example a new energy-efficient boiler, or making and installing new displays for exhibitions, or other things required inside existing or new buildings.

- List these by item.

C10 Equipment and materials

This includes all equipment and materials relating to repairs, conservation and building work.

- List these by item.

C11 Other

- List any other items that you consider to be capital costs.

C12 Professional fees

This includes any person appointed for a fixed fee to help with planning and delivering the capital elements of your project as described in the previous answers C6 to C11.

- List these by consultant.

Activity costs

This includes everything you plan to do in your project that you have not covered in capital costs – in other words, activities that meet our outcomes 1, 3 and 4 required for this programme.

- List these costs for each activity (broad estimates).

At the second round you will develop detailed costs as part of your activity plan. Refer to our guidance *Planning activities in heritage projects*.

C13 Staff costs

We can contribute to new fixed-term contracts and secondments (people who are temporarily transferred to your organisation). See also A3.

C14 Training for staff, and

C15 Training for volunteers

This includes the cost of resources needed to deliver or receive training to help people gain new or increased skills. For example, trainers, equipment and any specialist clothing, or apprenticeships, work placements, or cost of suitable external courses or workshops offered by others.

C16 Travel for staff, and

C17 Travel for volunteers

This may include the costs of travelling to a site. Travel costs by car should be based on 40p a mile.

C18 Expenses for volunteers

This may include food and any other expenses to ensure volunteers are not out of pocket.

C19 Equipment and materials

This includes the purchase and hire of all vehicles, equipment and materials relating to the activities of your project. Examples may include lighting and stage hire, computer hardware or protective clothing.

C20 Production of materials

Examples may include educational resources, displays, websites and DVDs.

C21 Other

Include any other costs such as food for events. Please give a clear description.

C22 Professional fees

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

Other project costs

C23 Managing your project

You may decide to recruit a project manager to oversee the whole project. This could be either as a new member of staff on a fixed-term contract or you could employ a consultant for an agreed number of hours a week or month.

C24 Recruitment

You must recruit any project manager using a brief and an appropriate selection process. See also notes A1 – A4.

C25 Publicity and promotion

We can fund promotional materials that relate directly to your project. If we give you a grant, you must publicise and acknowledge this so that as many people as possible know about the benefits of Lottery funding for heritage. You must make sure you acknowledge your grant publicly in line with *Managing your grant* and our conditions set out in our guidance *How to acknowledge your grant*. We can contribute to the associated costs if you have included them in your project budget.

C26 Evaluation

Please read *Evaluating your HLF project*. All projects must be evaluated. Some elements will be evaluated by staff in your own organisation. Depending on the scale and how complicated your project is you may want to employ somebody to help evaluate your project and assess whether the aims of the project are being successfully met. You should include the costs of this here.

C27 Overheads

We can accept part of your central costs, for example, staffing and overheads to manage and support the project. This is also known as full-cost recovery and applies **only** to voluntary-sector organisations (not local authorities). Give us your best estimate at this stage.

There are certain things you can and cannot include as overheads. You can get more guidance on working out overheads in our guidance *Understanding full-cost recovery*.

C28 Inflation

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

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

C29 Non-Cash contributions - See A6

C30 Volunteer time value - See A7

C31 Increased management and maintenance

- 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).

D Delivery funding: income

D1-D3 (See B1-B3)

D4 Increased future management and maintenance funding

- Give the same figure as under C31.

D5 Our grant

You can ask for up to 95% of the total project costs if you are applying for a grant of less than £1 million. You can ask for up to 90% of the total project costs if you are applying for a grant of £1 million

or more. Your grant request must be more than £250,000 and less than £5,000,000.

6b If the contributions from other sources have not yet been confirmed, when do you expect them to be confirmed?

- Give information on when you expect to hear the outcome of your funding applications to other sources. We will assess whether your expectations are realistic.

6c How have you worked out the share of your organisation's overheads for your project (if this applies)?

- We can accept part of your central costs, for example, staffing and overheads to manage and support the project. This is also known as full-cost recovery and applies **only** to voluntary-sector organisations. Give us your best estimate at this stage. We will ask you to show how you have worked these out in detail at the second round.
- There are certain things you can and cannot include as overheads. You can get more guidance on working out overheads in our guidance *Understanding full-cost recovery*.

Section seven – After your project ends

7a What are the main risks facing the project after it has been completed and how will you manage those risks?

Read the help note for question 5c and apply this to your project.

7b How will you evaluate the five outcomes of your project (as set out in section four)?

Before we give you permission to start your project after a second-round decision, we will expect you to have collected all the base-line information (where you are now) for each of the five programme outcomes. This is so that you are able to evaluate your success

in achieving, or not achieving, these outcomes or benefits, both during your project and after it has ended. You may include the costs of collecting the base-line information you will need in your Development Costs in Section Six A. We have some guidelines on how you might like to evaluate each outcome on our website www.parksforpeople.co.uk.

Second-round application

At the second round we will expect you to have a lot more detailed information about your project and your costs. To apply to us for a grant at the second round you must fill in the same application form as in the first round but add more information to it as you have developed your project.

You must read and follow both the first and second-round help notes for each question.

Section one – About your organisation

- Update this if you need to.

Section two – Your Park – Our Priorities

- Add information in line with any further research you have carried out.

Section three – Your Park Project

3a What is your project?

- Refine your description if necessary.

3b What will your project do?

- If you have carried out heritage surveys or investigation, tell us what you have done and how the results have influenced your project.
- For all projects, tell us how you plan to publicise your project and acknowledge our grant, in line with our guidance *How to acknowledge your grant*.

- If your project involves building or other capital work, we will expect to see plans of all work to **RIBA stage D** standards.
- Attach a schedule (list) of all capital works that provides a detailed breakdown against the cost headings in the application form.
- Attach a Master Plan which clearly shows your proposals for the whole park. Use the same codes or headings as you have used in your schedule.

Section four – Project outcomes

- Add information to Sections 4a, 4b, 4c, 4d and 4e in line with developing your project.
- Summarise the information here, and attach your:
 - activity plan; and
 - Conservation Management Plan (if required); and
 - detailed 10-year Management and Maintenance Plan.

4a1 What are the main groups of people who will benefit from your project?

- Tick the appropriate boxes. We do not prioritise projects for any particular group.

4a2 Visitor information

If you are successful at the first round we will expect you to collect detailed information about your audiences before applying at the second round. We will ask you to:

- carry out a visitor survey for your park both for users and non-users, using the standard GreenSTAT questionnaire which you can get free from Green-Space; and
- count the number of visitors using the park by installing one or more electronic gate counters over a suitable period.

You will need to repeat these surveys at the end of your project, and possibly also during your project to demonstrate you are achieving, or have achieved, the increased range of new audiences you proposed for this outcome.

You can find more information about visitor surveys using GreenSTAT at www.green-space.org.uk. There are many benefits in joining GreenSTAT and we would encourage you to do so, but full paid membership of GreenSTAT is not a requirement. The standard visitor survey forms and guidance are free to Parks for People applicants. If you wish to join GreenSTAT, you can allow for the annual cost of doing so, and the cost of carrying out visitor surveys, for up to five years in your Section 6 C26 evaluation costs.

4f **How will your project affect the environment?**

- Add information in line with your project development and our guidance *Planning greener heritage projects*.

Section five – Developing and delivering the project

5a **Who are the main people responsible for developing and delivering your project?**

- Add information in line with your development work.
- Provide a project management structure to show who reports to who. This structure should clearly show the new posts that you will create through your project.
- Describe how you will choose the staff, services and goods needed for the delivery phase.
- Send us job descriptions for all new posts and briefs for any consultants.

5b **Describe any further development work you need to do for your project.**

- Tell us what further development work, if any, is needed to bring your project

to the final proposals RIBA stage E-F. It is at this point you will need to ask us for permission to start your project.

5c **What are the risks to develop and deliver your project and how will you manage those risks?**

- Revise the key risks (between five and ten) for the delivery phase in line with the further development you have carried out.

5d **Provide a detailed timetable.**

- Give us a detailed timetable for delivering your project.
- It should be clearly set out and include major milestones.
- It should reflect all parts of your project for example, development, reviews, major decisions, legal permission needed, procurement (buying products or services), procedures for choosing staff, selection procedures, building work, activities and evaluation.
- Your timetable should show when each part is to start and also how long it is expected to last.

Section six – The costs of the project

6a **Fill in the table.**

For the second-round application you must:

- **revise tables a and b to show your actual spending** on developing your project to the second round; and
- **revise tables c and d to show your detailed delivery costs.**

In your activity plan you will have worked out the costs of everything you plan to do in your project that is not capital work, in other words, everything you are doing to meet our learning aim and our participation aim. Read *Planning activities in heritage projects*.

- Put a summary of the detailed costs from your activity plan into this table

so we can see the total amount for each budget heading.

Review your calculation for inflation. You may need to take professional advice – at this stage it should be based on accepted industry predictions or government tables.

We want to be sure that you understand how you will manage the finances of your project, in other words, when you expect to have to pay for goods, materials and services and whether you will have the income to do so.

The income section should clearly show when you are expecting payments from us and other sources. We will keep 10% of your grant until we are satisfied that your project has been appropriately completed and evaluated.

Attach a full cash-flow table that shows your proposed income and spending for the project over the whole project period. The cash flow will help you anticipate if and when there is likely to be a mismatch between income and spending, in other words, when there may not be enough money in your bank account at certain times to pay bills as they fall due.

We expect you to regularly review your cash flow.

6b If you have not received the contributions from other sources, when do you expect to do so?

- Add information on your fundraising progress. We can make a decision on second-round applications even if you do not yet have other funding in place. However, we will not give permission to start the project until you do have it.

6c How have you worked out the share of your organisation's overheads that relate to your project (if this applies)?

- If you are a voluntary organisation and are including overheads within the grant you are asking us for (full cost recovery), you must show your calculation here.

Section seven – After your project ends

7a How will you make sure your project is financially secure in the long term?

- If any parts of the project rely on income, for example from a cafe or shop or paid activity like sports clubs, give us your expected detailed operating costs (including staff salaries and maintenance costs). You should provide this information in a year-by-year income and spending table or spreadsheet covering 10 years, and summarise them in your overall management and maintenance plan.
- Provide notes for each heading to explain how you arrived at the figures. For example, if your project involves an admission charge or visitors spending money in some other way, show that your forecasts are realistic and are based on comparison with similar sites. See our guidance *Financial appraisal for heritage projects*.

7b What are the risks facing the project after it has been completed and how will you manage those risks?

Read the help note for question 5c and apply this to your project.

7c How will you evaluate the five outcomes of your project (as set out in section four)?

We are looking for clear proposals for evaluating your project and how you will share results with both us and other organisations.

- Read **Completing and evaluating your project** in the Introduction, p.15, for an overview of evaluation.
- See also our guidance *Evaluating*

your *HLF project* for more information on what you should include.

- Look at the website www.parksforpeople.co.uk for ideas.

Tell us:

- your proposals for evaluating your progress;
- the name and position of the person with overall responsibility for evaluation (although we will expect input from the whole project team); and
- how you plan to share your evaluation and lessons learnt with other similar organisations.

If your own staff will carry out the evaluation and you are a voluntary-sector organisation, you should include this in your calculation for full-cost recovery.

Depending on the scale and nature of your project, it may be helpful to include another specialist to help you evaluate your project appropriately. If this is the case, you should tell us about this now and you should make sure that you have included the cost in your project budget.

We can contribute between 1% and 3% of your grant amount to evaluation. However, the figure should not be more than 1% if the grant you want is for £1million or more.

We will withhold the final 10% of your grant until you have sent us your evaluation report so you need to reflect this in your timetable and cash flow.

Standard terms of grant

The standard terms of grant apply to all our awards.

There may be further conditions that will apply to your project. We will tell you

about these before we award your grant and they will be set out in the letter awarding the grant. If you have included increased costs of future management and maintenance in your application, this management and maintenance will be subject to our terms of grant.

We will prepare a contract specifically adapted for your project if we feel that this is appropriate.

The requirements in *Managing your grant* form part of the terms of any grant awards that we may make. We consider breaking the conditions of *Managing your grant* as breaking the terms of the grant.

If work begins on the project before we award a grant and before we have agreed that work can start, we may withdraw our grant.

We may also withdraw our grant if work has not started within six months from the point at which we give you permission to start.

The terms of the grant will last for 25 years. If your project includes buying buildings, land or a heritage item (no matter how much you have applied for), the terms of the grant will last for 80 years.

Declaration

By signing the declaration, you are confirming that your organisation understands and accepts the standard terms of grant.

The person signing this declaration must be different from the person named as the contact under question 1b and must have the authority to do so.