

# Landscape Partnerships

Grants of between £250,000 and £2 million

## Guidance





# 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 12 years we awarded over £4 billion in grants to over 26,000 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.

Our strategic aims are to:

- Help people to learn about their own and other people's heritage.
- Conserve the UK's diverse heritage for present and future generations to experience and enjoy.
- Help more people, and a wider range of people, to take an active part in and make decisions about heritage.

## The Landscape Partnerships Programme

Landscape Partnerships is our grants programme offering grants of between £250,000 and £2 million for schemes led by partnerships of local, regional and national interests which aim to conserve areas of distinctive landscape character throughout the United Kingdom (except the Channel Islands and Isle of Man).

The application materials include:

- a pre-application enquiry form;
- this guidance for the Landscape Partnerships grant programme;
- notes to help you fill in the first-round application form (help notes);
- a first-round application form;
- a declaration (which you must sign and return to us by post with your application).

- guidance on how to complete the second-round submission – the Landscape Conservation Action Plan (LCAP)

## Contact us

We recommend you use the pre-application enquiry form to tell us about your project before going ahead with a full application. We will let you know whether it is likely to meet our priorities for funding and give 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](mailto: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](http://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.

## Glossary of terms

Please familiarise yourselves with these terms and use them in your first-round application form and second-round submission to HLF.

<b>Landscape</b>	An area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors.
<b>Landscape Partnerships (LP)</b>	A Heritage Lottery Fund grant programme for the conservation and enjoyment of areas of distinctive landscape character throughout the United Kingdom.
<b>Partnership</b>	A group of organisations who come together to plan and deliver an LP Scheme. The 'partners' may be a formally constituted organisation or linked together for the shared purpose of this scheme through a formal agreement.
<b>LP Board</b>	Individuals named by the partner organisations who have authority from these organisations to advise on the delivery of an LP and the management of the LP fund. The applicant organisation, as future grantee and lead partner, will usually name the chair person of the LP board.
<b>Lead Partner</b>	If your partnership is not a formally constituted organisation, then one of your partners will need to act as the lead partner or applicant on behalf of the rest of the partnership. They will be responsible for administering the grant received. This arrangement is established through a partnership agreement.
<b>LP scheme</b>	The name given to the total overall programmes of work and projects you propose within the LP area.
<b>LP area</b>	A definable area of land which has a distinctive character which is identified by the LP Board, and which we have agreed as suitable for an LP Scheme.
<b>LP programme</b>	Package of themed work or activities with distinct and measurable objectives that correspond to the LP outcomes. The LP programmes together deliver the aims of the LP Conservation Action Plan.
<b>LP projects</b>	Individual items of work and activities which can be identified and costed. A number of LP projects grouped in relation to the LP outcomes together make up an LP programme.
<b>Landscape Character Assessment</b>	This describes, in words and pictures, what makes an area a distinctive (different or special) part of our UK landscape heritage, what is valued and why.

<b>Landscape Conservation Action Plan (LCAP)</b>	The document you submit at the second round that pulls together all the information that has been gathered during development, analyses what the needs are for the landscape and communities, and identifies appropriate projects that meet the four LP programme outcomes. This plan also includes information on how this will be delivered, including staffing, timetables and costs. See our separate guidance on LCAPs.
<b>LP Officer</b>	Person responsible for the day-to-day management and delivery of the LP Scheme. Reports directly to LP Board and manages other LP staff and consultants.
<b>Common fund</b>	The value of the total financial contributions (cash and non-cash) available to deliver the LP Scheme which is pooled together as a single fund.
<b>Third-party grants</b>	It may be necessary to carry out work on land that is privately owned or managed. The LP may pay for this work through giving third-party grants. In order to ensure that these assets and benefits are maintained for at least 10 years, this must be secured through a third-party agreement.

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# Overview

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## About Landscape Partnerships

- Landscape Partnerships (LP) is our grant programme to support schemes led by partnerships of local, regional and national interests which aim to conserve areas of distinctive local landscape character throughout the United Kingdom.
- A Landscape Partnership scheme is expected to deliver across all the following four programme outcomes:
  - A** Conserving or restoring the built and natural features that create the historic landscape character.
  - B** Increasing community participation in local heritage.
  - C** Increasing access to and learning about the landscape area and its heritage.
  - D** Increasing training opportunities in local heritage skills.
- This grant-giving initiative is for schemes based on a partnership to conserve areas of distinctive local landscape character.
- Together with other funders, we contribute to a common fund managed by a partnership board to support programmes of individual projects that will conserve heritage, increase understanding and skills and enable access to the landscape heritage of the area.
- If you ask for a grant of less than £1 million, you will need to provide at least 10% of the scheme costs from your own or other sources. If you ask for a grant of £1 million or more, you will need to provide at least 25% of the scheme costs from your own or other sources.
- As we want any HLF investment in your scheme to have an impact we would normally expect schemes to cover an area in the order of between **20 km<sup>2</sup>** and **200 km<sup>2</sup>**.
- **Your completed first-round application should reach your regional or country office no later than 30 November of each year, for a decision in a single annual batch by our Trustees in the following April.**

# Introduction

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## Landscape Partnerships outcomes

Landscape Partnerships contribute to heritage conservation as an integral part of rural regeneration. Under this programme we will support schemes that provide long-term social, economic and environmental benefits for rural areas. Landscape Partnerships aim to create an integrated partnership approach to the management of our landscape heritage. Successful schemes must be focussed in an area of distinctive landscape character and must deliver the following four programme outcomes, which are also the headings for the programmes of work each scheme will deliver.

### Landscape Partnerships outcomes

- A.** Conserving or restoring the built and natural features that create the historic landscape character.
- B.** Increasing community participation in local heritage.
- C.** Increasing access to and learning about the landscape and its heritage.
- D.** Increasing training opportunities in local heritage skills.

Each Landscape Partnership scheme must be firmly based in the results of a landscape character assessment that will identify the problems and opportunities found in the LP area. This information must also be combined with the needs and values of people who live, work and spend time there, in order to identify the priority issues and establish projects that will make a real difference to conserving local distinctiveness.

## Who can apply

### The Partnership

We fund schemes which promote benefits for the public and which are not intended primarily for private gain.

A **partnership** approach is central to developing a successful scheme. Landscape Partnerships are normally delivered by a partnership made up of regional, national and local organisations with an interest in the area, community groups and members of the community. We expect the partnership to have a shared purpose to develop, manage and deliver the scheme for the benefit of the landscape and the community as a whole.

A partnership may be:

- a number of separate organisations or individuals linked together as partners through a written agreement, for the purposes of delivering the Landscape Partnership scheme. A lead partner will apply to us and be responsible for managing the scheme on behalf of everyone involved; or
- an existing partnership whose main role, or part of their role, is to conserve the landscape of the area for example a Conservation Board of an Area of Outstanding Natural Beauty. The scheme partners must either be signatory to the constitution, or also linked together as partners through a written agreement as above, for the purposes of delivering the Landscape Partnerships scheme.
- a new organisation, where all partners are represented (either on the Board or as a Steering Group) set up specifically to deliver the LP scheme.

It is important to recognise that the lead applicant for the scheme is likely to have to provide a secure cash flow during the life of the scheme, as HLF will pay grant claims to the partnership in arrears. You will need to carefully consider who has the administrative and financial capacity to manage this aspect and is best placed to apply on behalf of the partnership. The lead partner may change between the first-round and the second-round application. The lead partner at the first round will take on responsibility for the development grant contract and administration.

Partnerships must show that they have the support and involvement of the local community, by having community organisations and community representatives on the partnership board.

We expect that the partnership that begins this process will grow as you develop your scheme. The heritage elements and the interests of the geographical area that you eventually focus on will need to be reflected in the membership of the partnership. If you are already an existing partnership that has come together for a different purpose, you should be willing to expand your partnership to reflect the needs of this particular scheme and the boundary of the area.

We would expect the partnership to be made up of:

- representatives of local, regional and (where appropriate) national interests, reflective of the proposed Landscape Partnership area. There are many different local, regional and central government departments, agencies and authorities, each with their own specialist aims and remits within your area.
- people whose livelihoods and quality of life depend on the landscape of the area must be represented. This may be

through organised groups founded for particular purposes, for example the National Farmers' Union, a local history society or a wildlife trust.

- community groups, for example a mother and toddler group, youth club or healthy living group, or other agencies such as the local library service, or Surestart.

The key to the development and delivery of a successful scheme is to get as many of these groups as possible working together rather than separately. Through a wide-ranging partnership, the scheme should aim to generate a more integrated approach to conservation across a whole landscape. There may be some main organisations or individuals who may want to join you as partners in the proposed scheme; these are not necessarily only those partners able to make a financial contribution. Others may want to combine together as working groups on particular topics. Some people and groups may only want to be informed, others may want to be actively involved. You should pay particular attention to how you structure your partnership, so that it can evolve as the scheme grows and that everyone has an opportunity to take part directly or indirectly in planning the Landscape Partnership.

We can support the cost of the legal, financial or other professional advice on how you might form your partnership and set up its financial and management systems.

At the first round, we understand that you may not yet have finalised your partnership or your partnership agreement. We will accept a copy of your draft agreement at this stage. However, this needs to have been finalised and signed by all the relevant partners by the time you send in your second-round submission.

## Features of a Landscape Partnership scheme

### Landscape character assessment

The European Landscape Convention (ELC) came into force in the UK in March 2007. The ELC definition of landscape is '... **an area, as perceived by people, whose character is the result of the action and interaction of natural and/or human factors**'.

*Article 1. European Landscape Convention, Definitions*

It is this principle of the connection between landscape and people that HLF is striving to promote through the Landscape Partnerships. We believe that this programme is one of the primary ways that the UK can help to deliver its commitments under this convention.

Landscape character can be defined as 'a distinct, recognisable and consistent pattern of elements in the landscape that makes one landscape different from another, rather than better or worse. Put simply, landscape character is that which makes an area unique.

For a Landscape Partnership you must identify an area of countryside that has a distinctive landscape character, recognised and valued by local people. You will need to describe what makes this landscape unique and what gives it its '**sense of place.**' You will have to explain what features or elements of this landscape, and associated human activity, make it special.

A number of tools have been developed to help us to describe landscape. Scottish Natural Heritage and the Countryside Agency (CA) produced guidance on Landscape Character Assessment in 2002. This helps us to analyse and describe the different types of landscape that exist. There are a number of Country level

initiatives mapping landscape character and although all use slightly different approaches, there is much in common.

In England, the map of 159 Joint Character Areas (JCAs) provides a picture of the differences in landscape character at the national scale. It is accompanied by character descriptions of each JCA showing the influences which determine the character of the landscape. Scotland and Northern Ireland have adopted similar landscape character assessment methodologies.

In Wales there is a different approach, called LANDMAP, which builds up information on five different aspects of landscape: geological landscape; landscape habitats; visual and sensory; historic landscape and cultural landscape.

English Heritage developed a methodology and has been funding a programme of Historic Landscape characterisation that records the contribution of human activity to the landscape's history and appearance – the 'time-depth'.

For further information on landscape character assessment, refer to the Landscape Character Network website, supported by Natural England:-  
[www.landscapecharacter.org.uk](http://www.landscapecharacter.org.uk)

You should also get advice on your Landscape character assessment and your scheme from the relevant national heritage organisations, for example Natural England, English Heritage, Scottish Natural Heritage, Historic Scotland, Countryside Council for Wales, Environment Heritage Service, Northern Ireland.

The Campaign to Protect Rural England (CPRE) is also keen to protect landscape character and is promoting a method of landscape character assessment that is carried out by local communities.

For further information on this, consult their website:  
[www.cpre.org.uk/campaigns/landscape/countryside-character](http://www.cpre.org.uk/campaigns/landscape/countryside-character)

### Landscape Partnership area

**Your Landscape Partnership area should be an area of land which has a distinct local character, that is recognised and valued by local people.** The understanding of the landscape character of your chosen area is the basic foundation for a Landscape Partnership. You can carry out landscape character studies in a number of different ways, using local people and/or specialist staff or consultants. As described above you must use an integrated approach considering the built and buried heritage, natural heritage, management practices and a wide range of cultural traditions and activities associated with the area.

If the area you are proposing to focus on is already part of an existing landscape character assessment, this may need to be reviewed and the relevant information extracted for your specific scheme area. It may be that the existing character assessment is not detailed enough to be able to precisely inform the direction of your scheme. In this instance you may need to carry out additional work at a more detailed level. Otherwise, it may be a case of pulling together information from existing assessments and surveys and updating the character assessment to inform your application. We will expect to see an informative landscape character assessment for your scheme area that will help us to understand how your programmes of projects are going to address the threats and issues of the particular landscape that you have identified.

You will need to demonstrate that you have carried out a quality landscape character assessment at the right level of detail by the time you send in your

second-round submission. We will expect this LCA to reinforce and give some rationale to the projects you have chosen.

### Your vision

In order to conserve and enhance both the distinctive built and natural heritage of your area, you will need to establish a solid vision for the scheme by assessing the condition and needs of the landscape you are going to work within. The views, values and needs of the local communities must to be taken on board too.

For the first-round application you will need to set out a vision for the future of your Landscape Partnership area and its communities. During the development phase this vision may be refined further to reflect the additional information that will be gathered during this phase. Your vision for your area should be distinct from, but relate directly to, other national, regional and local strategies and plans.

### Size and impact

We recommend that your Landscape Partnership area is no smaller than 20 km<sup>2</sup> and no larger than 200 km<sup>2</sup> for your scheme to make a real difference and offer good value for money. You must consider the potential needs of the area, the total funding likely to be available and the overall impact that a scheme will have. If you spread the resources too thinly, over too wide an area, you might not be able to show you have achieved clear heritage and community benefits. We strongly recommend that you are not too ambitious with the scale of the area.

We will also expect your boundary to reflect the extent of the landscape character, the physical features on the ground, together with the views and values of local people. It should not be defined by administrative boundaries.

## The scheme

As each area and partnership is different we ask you to provide information in a consistent way in order to be able to assess these schemes in a competitive batch. Please structure your scheme as follows, under the five programme headings. Each programme will be composed of a package of projects that deliver the programme outcomes. We expect all schemes to be evenly balanced in terms of impact across the four programme outcomes. Schemes with a heavy weighting towards one or two of the LP outcomes will not be a high priority for our funding.

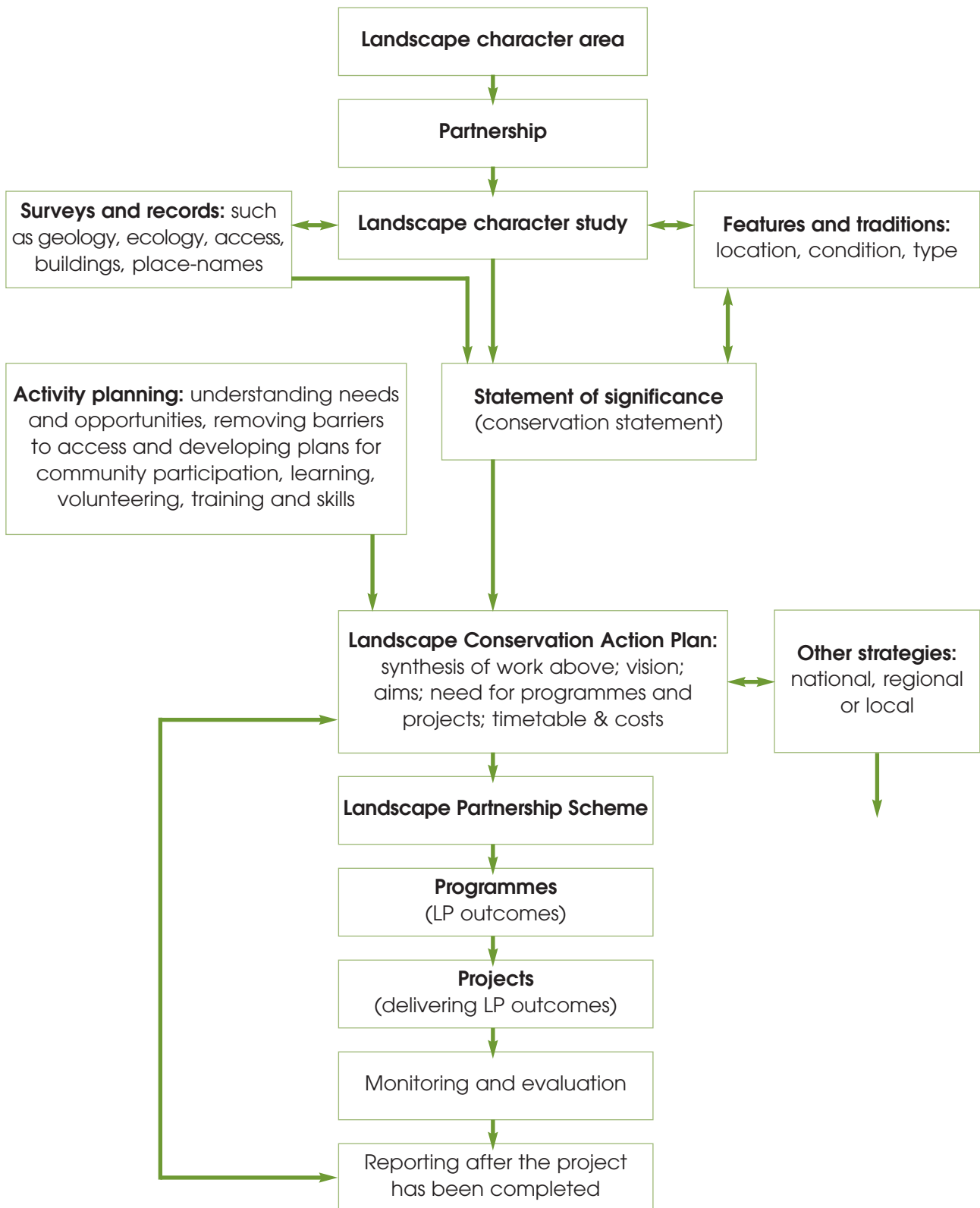
### Landscape Partnership scheme structure

Programme A: Conserve built and natural features	Programme B: Community participation	Programme C: Access and learning	Programme D: Heritage skills training	Programme E: Staff and overheads
Project a	Project a	Project a	Project a	Post 1
Project b	Project b	Project b	Project b	Post 2 etc
Project c	Project c	Project c	Project c	Overheads...
Project d	Project d	Project d	Project d	Scheme evaluation
Project e...	Project e...	Project e...	Project e...	Management and maintenance...

At the first round it is likely that your projects will be indicative and not finalised. During development, informed by the threats and opportunities you have identified through the landscape character assessment, any additional surveys and information, together with consultation with the community and the partnership, you will need to work up your original projects under the four LP outcomes. At the second round these should be confirmed and projects should be fully developed.

The first-round application form and help notes will help you structure your scheme in the way we require.

## Landscape Partnerships flowchart



## What we fund

### Programmes and projects

The lists below should give you an idea of the types of project that are generally eligible under each of the programme headings. This list should not be thought of as exhaustive or definitive. If in doubt about the eligibility of a particular project, especially if there is a high risk attached to it (e.g. it is expensive, or technically challenging), you should consult your named HLF grant officer or your HLF mentor if one has been appointed to your scheme.

You may find it helpful to refer to some of our other guidance, for example: *Thinking about conservation*; *Thinking about learning*; *Thinking about community participation*; *Thinking about training*; *Thinking about interpretation*; and *Planning activities in heritage projects*. You can download them from [www.hlf.org.uk](http://www.hlf.org.uk).

#### **Programme A: Conserving or restoring the built and natural features that create the historic landscape character.**

This programme can include:

- historic built structures and features related to farming or countryside practices or industrial processes such as workshops, barns, walls, ditches, hedges, fences, watering ponds, wells, lime kilns, mill ponds, wheel heads, races and sluices, quarries;
- habitats and species (particularly where they meet the priorities of the UK Biodiversity Action Plan (UKBAP), country biodiversity strategies and Local BAPs);
- ornamental buildings or features such as follies, statues, pools, lakes, cascades, fountains, avenues, tree clumps or belts;
- features created to commemorate local people or events;
- archaeological earthworks, features and deposits;

- limestone pavements; geological sections; deposits; exposures or features;
- traditional water supply and drainage systems;
- rare breeds of domesticated animals traditional to the area;
- removing inappropriate buildings and structures that are detrimental to the landscape quality;
- felling plantations or trees, clearing scrub or self-sown vegetation and the specific management required to restore or benefit priority habitats and species; and
- re-routing or re-locating statutory services or facilities, where they are particularly damaging to an important view and it is a small part of a larger project.

#### **Programme B: Increasing community participation in local heritage**

This programme can include involving communities in:

- celebrating, exploring and promoting cultural links and associations;
- recording, assessing and investigating the local heritage and landscape;
- making decisions about the heritage;
- recruiting and involving new volunteers in heritage activities.
- conserving and displaying records, archives or artefacts;
- promoting and displaying traditional crafts and practices, skills, trades and professions;
- recognising and demonstrating place and family names, and links to immigration, employment and settlement;
- celebrating language and dialect;
- maintaining traditional events or festivals;
- researching local stories and folklore;
- identifying and linking places and the people particularly associated with them;

### **Programme C: Increasing access to and learning about the landscape and its heritage**

This programme can include:

- removing or minimising barriers to access, which can be physical, sensory, intellectual, organisational, cultural or financial;
- if physical access is impossible, finding other solutions such as digital technology, video links, exhibitions, audio-tours, or talks in buildings or sites which are accessible;
- improving information and interpretation of the area so that it meets the needs and interests of all social and cultural groups, including people with disabilities; for example interpretation panels, audio-guides, video, websites and publications in a range of media and formats;
- activities and resources to help people take part in their heritage; for example talks, demonstrations and workshops;
- 'open days' to farms or heritage sites or traditional manufacturers;
- programmes and materials linked to national curricula for schools and colleges;
- targeting under-represented groups to meet their specific needs and interests by offering activities such as tailored visits, guided tours and programmes;
- providing facilities which meet the needs of visitors such as public lavatories, seating or picnic space;
- improving information services about the heritage for users and visitors;
- developing links to public transport, pubs, shops, or accommodation to improve the experience for visitors; and
- strengthening links between people and the countryside by supporting local products and services and providing new job opportunities.

### **Programme D: Increasing training opportunities in local heritage skills**

The development of skills that will contribute to the conservation, restoration and understanding of the LP area in the future; these can include:

- apprenticeships and graduate internships;
- work experience and work placements for school or college students;
- short courses linked to accreditation;
- events which share skills within communities;
- links to schools and HE/FE college courses; and
- training volunteers.

### **Programme E: Support Programme Overheads, scheme staffing and running costs**

- Refer to the first-round help notes for more detail on what should be included under this programme heading. This includes all scheme staff; staff travel and training expenses; running costs for the office; evaluation and monitoring.

### **New buildings and conserving and adapting historic buildings under the LP programme**

If you can demonstrate that there is a real need for a specific building to support any of the four LP outcomes, we may also provide funding to restore or adapt historic buildings. This facility must also provide a clear benefit to the local community and have the support of that community, or enable the team delivering the scheme to be located within the scheme area.

As one of our priorities is to conserve and enhance the existing heritage, proposals for new buildings within Landscape Partnerships are regarded as a low priority.

Occasionally, a very exceptional case can be made, but only where it can be shown that there is a very strong need, there is no other suitable local provision (you should submit an options appraisal reviewing the existing building stock to support your case at the first round) and it is integral to the successful delivery of at least one of the four LP outcomes.

You should bear in mind that costs for these buildings should not be a significant proportion of any one programme head and refer to our guidance *Planning greener heritage projects* for any proposed works to buildings.

### What we do not fund

Landscape Partnership schemes can combine funding from a number of different organisations to a great many projects and purposes, all of which may contribute to regenerating an area. It is important to recognise that we will not fund projects or types of work that are not good practice for heritage. There are also some areas of funding that we will not give grants for. Within a Landscape Partnership these include:

- projects that do not focus on heritage, such as, leisure or sports facilities, civil engineering or work related to flood-relief, new roads, bridges or traffic systems;
- work that has already started;
- repeat projects or continuing projects that we have funded before (unless the range of benefits to heritage or the people involved is very different from the original);
- services that are part of the central business activities or responsibility of the lead applicant or members of the partnership, such as:
  - routine repairs and maintaining public buildings and sites; and
  - meeting legal obligations such as under the Disability Discrimination Act;

- options appraisals (assessing what options are available), and feasibility studies (showing whether the chosen options are possible);
- stand-alone work to meet building regulations or works that you need to do as part of any planning permission;
- projects with little or no public benefit - for example, current agricultural work, or conserving buildings in active use for agricultural or commercial purposes, vehicles, machinery or transport for private use or benefit;
- projects involving buying land or buildings (unless the asset to be acquired is valued at less than £5000 and will enable a project to happen);
- schemes too heavily balanced towards a single major project (for which, if it is a heritage project, you may be able to make a separate application under another programme); and
- the everyday staffing and running costs of your organisation or other organisations.

### The Landscape Partnerships Common Fund

Central to the delivery of a Landscape Partnership is the shared or pooled pot of money that has to be secured in order to deliver the whole scheme. Your common fund will be made up of various sources of funding, including our contribution. You can spend the LP fund either directly by ordering and managing work or activities yourself, and/or in part by indirectly providing small grants to others ('third-party grants').

We can contribute between £250,000 and £2 million to the fund of an LP scheme including any development funding. If you are asking for a grant of below £1 million, you will need to provide **at least** 10% of the scheme costs from other sources either in cash or in kind. This increases to 25% for grants of £1 million or more. You must provide at least 5% in cash.

You can contribute funds from your own organisation's resources, or, if you are able to, from any public, charitable or private source, including European funding programmes. You can use funding from another Lottery distributor for parts of the scheme that we are not funding. However, this *does not count* towards the 10% or 25% minimum contribution to the scheme from your own or other sources.

The LP fund must be large enough to carry out and pay for all the work you identify in the programmes you put forward in your bid. Your partnership must provide the whole of the LP fund, complete the delivery of the scheme, and make all claims for payment within five years. You will be asked to provide a spending profile, which will be mutually agreed and progress against this will be reviewed on an annual basis.

It will be the responsibility of the partnership (if a legally-constituted organisation), or the lead partner on behalf of the partnership as a whole, to account for and manage the common fund.

### **Funding work on privately owned assets through third-party grants**

We recognise that you may expect many of the projects within your scheme to take place on land or include property which you or your partners do not directly own or control. The lead applicant or the partnership (if a legally constituted organisation) will be responsible for complying with our terms of grant relating to your scheme, including repaying the grant if necessary. If you are not the owner or manager of the property which has benefited from the grant, you will have to consider how, and by what legal agreements, you will make sure that whoever receives your grant keeps to our terms of grant.

LP schemes allow for work to land or property where we would not normally consider the freeholder, leaseholder or tenant a priority for our funding (for example, the owner is not a not-for-profit organisation or partnership). This is because the work or activity we are prepared to fund as part of your scheme will be increasing public benefit by conserving the landscape or increasing access and enjoyment as part of a wider scheme of improvements across the area. However, if you plan to include work to privately owned land in your scheme you will need to show that the public benefit is greater than any private gain.

With the owner's permission, you may want to carry out work to land or property directly, using the LP common fund in return for public access and other benefits such as future maintenance or management agreements. This may be where you want to control standards and the quality of work using your own contractors or volunteers. Or you may want to use one contractor to carry out a series of small works over a wide area, for example installing gates or signs along a heritage trail.

You may also want to provide a grant towards work ordered or carried out directly or indirectly by the owner themselves at an agreed percentage rate according to the levels of public benefit gained. In this case you will need to:

- set agreed standards and costs;
- check work has been carried out correctly; and
- monitor to ensure these standards are being maintained.

In either case you must have a formal third-party agreement with the landowner that provides that the public benefits you have described, and the management or maintenance, will be secured for 10 years following your date of agreement with that

landowner. This should be a legal agreement between you and the freeholder, you and the tenant (or both). In exceptional circumstances the period of the third-party agreement may be longer. This agreement must ensure that you can fulfil your obligations under our terms of grant.

You will have overall responsibility for maintaining items paid for with our grant which are not directly under your control and may well be located elsewhere, for example, interpretation panels, kissing gates or a website. In these cases, you need to make sure you can meet this obligation.

We would advise you to get legal advice beforehand on how any such third-party contractual arrangements might be set up. You may include the costs of adapting and setting up third-party agreements as part of your development costs in your application.

## Other considerations in planning your scheme

### 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](http://www.ogc.gov.uk/documents/ProcurementPolicyPublicContractsRegulations.pdf)

[www.ogc.gov.uk/documents/Intro\\_to\\_EU.pdf](http://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.

### Full cost recovery

The term 'full cost recovery' means securing funding for or 'recovering' all organisational costs, including the direct costs of projects and their associated overheads.

HLF's approach to full cost recovery is informed by the following principles:

- full cost recovery is targeted at those grant-aided organisations that have no other means to recover their costs and encompasses mainly voluntary and volunteer-led organisations;
- because HLF funds one-off projects we will prioritise the overheads associated with direct delivery of the project or scheme in its location;
- decisions will continue to be based on an assessment of the value for money of the project including the overheads that applicants have chosen to include.

Full cost recovery means we are able to contribute to an organisation's normal operational costs. We do not consider grants for one-off investments like capital investments or acquisitions as contributions to the 'normal' operational costs of a funded organisation.

If you want to include an element of full cost recovery in your application, refer to our guidance *Understanding Full Cost Recovery*.

### Management and maintenance costs beyond the life of the scheme

You may include the extra costs of managing and maintaining your programme over a period of up to 10 years following the completion of

your scheme. This extra cost may not be more than 10% of the overall cost of each programme. You will need to identify who will be responsible for meeting this commitment and account for this both as a scheme cost and also as an identifiable contribution to partnership funding.

For example, if your LP scheme carries out scrub clearance on a number of chalk downland sites, and in order to maintain the benefits for 10 years, beyond the life of the scheme, the lead partner agrees to take on this responsibility, they would estimate how much this maintenance work would cost over the next 10 years and treat this as an expense to the scheme. They would also include this as part of their contribution to the total scheme costs (as long as this was less than 10% of the programme cost). Individual site management plans will be required for each site in order to be able to monitor the management and maintenance of the assets concerned over the 10 year period. See our guidance on *Conservation management planning* for more information.

### State aid

The regulations of other funding organisations or schemes, or European legislation, may mean you need to match their funding in different ways, or limit the percentage of funding you offer to individuals for certain operations or products under EU State Aid regulations. It is your responsibility to keep to these regulations and be aware of their requirements when you are putting together programmes of work and funding packages, and delivering grants to farmers, private landowners and other beneficiaries.

HLF is notifying its relevant programmes under agricultural state aid and hopes to have obtained an umbrella clearance on behalf of its applicants by the time the first

awards are made in April 2009. Please check the HLF website for updates. In the meantime, LP scheme applicants will have to obtain State Aid clearance independently between the first-round application and before the second-round submission.

### Welsh language

If your scheme 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 scheme. Please read our guidance *Incorporating the Welsh Language into your project* for further information.

## The application and assessment process

### Overview

We will assess all applications through a two round process. This is so you can make an application at an early stage of planning your scheme and get an indication of whether you have a good chance of getting a grant before working up 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 scheme up to your second-round submission.

The **first round** is competitive and assessed in one UK wide batch in April each year, decided by our Board of Trustees. Success in the first round does not guarantee you will be successful in the second round, for example if your submission fails to provide the information and level of detail we ask for, or is not submitted in the allotted timescale. However, the second round is not competitive and is considered by our country and regional committees. Funding is likely to be available to your scheme if it meets our criteria, priorities and any conditions of grant requested after the first round.

You will then need to develop your scheme further, which is likely to be between 12 months and the maximum development period of 18 months. The length of time required for this phase depends on how much information you already have for the area and if you have additional partnership funding for this phase.

During development you will produce a detailed **Landscape Conservation Action Plan (LCAP)**, together with any additional supporting information that we ask for. This is submitted as your second-round application. Our staff will be able to offer you advice and support during this process. We may also appoint a project mentor to help you with developing your scheme and a monitor is likely to be appointed during the delivery phase to ensure that your scheme remains on timetable and within the budget.

## Landscape Partnerships Application Timetable

Process	Time	Your Actions	Our Actions	Grant
Pre-application		<ul style="list-style-type: none"> <li>Download or request LP application pack.</li> <li>Read the programme guidance and help-notes.</li> <li>Submit a pre-application enquiry form.</li> </ul>	<ul style="list-style-type: none"> <li>We will advise on whether your scheme is likely to meet our criteria and what to do next. We may arrange a site visit.</li> </ul>	
First-round application	5 months in assessment	<ul style="list-style-type: none"> <li>Complete and submit the first-round application form by the 30th November (one annual batch).</li> <li>Include your development grant request if applicable.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge your application within 14 days and tell you the name of your grants officer.</li> <li>We assess your application. We may contact you to arrange a site visit and discuss your scheme.</li> <li>The application will go to the decision-making meeting in April of each year. The outcome will be either:                             <ul style="list-style-type: none"> <li>A pass with a development grant.</li> <li>A pass without a development grant</li> <li>An unsuccessful application</li> </ul> </li> </ul>	Decision by our trustees in April
Development	Within 12 to 18 months maximum.	<ul style="list-style-type: none"> <li>You plan and develop your scheme and partnership. You carry out key work and consultation in order to produce the LCAP. This provides the rationale for your LP area. It confirms all your scheme costs, programmes, projects, timetable and delivery mechanisms</li> <li>You detail Year 1 projects.</li> </ul>	<ul style="list-style-type: none"> <li>We will discuss with you the information required for the second-round submission and the proposals for the development phase.</li> <li>We may assign mentoring support.</li> <li>We will make the first development grant payment of 50%.</li> <li>We may review progress of scheme development and ask for a progress report.</li> <li>We pay the balance of the development grant when you send in your second-round submission, the LCAP.</li> </ul>	Development grant up to £100,000 (separate from main LP grant)
Second-round submission	4 months	<ul style="list-style-type: none"> <li>You send in the second-round submission within 18 months maximum.</li> </ul>	<ul style="list-style-type: none"> <li>We assess the submission within four months from the date we receive it to the next available quarterly decision-making meeting. The outcome is either:                             <ul style="list-style-type: none"> <li>○ Award of grant.</li> <li>○ An unsuccessful submission and no grant award. If this is the case we will explain the reasons why.</li> </ul> </li> </ul>	Decision by our country and regional committees

### Landscape Partnerships Application Timetable (continued)

Process	Time	Your Actions	Our Actions	Grant
Scheme delivery (maximum of 5 years)	Year 1	<ul style="list-style-type: none"> <li>You apply for permission to start.</li> <li>You start Year 1 projects and develop Year 2 projects.</li> <li>You submit grant payment requests and progress reports at 3 month intervals.</li> <li>You should submit a costed action plan for year 2 before the end of year 1.</li> <li>You acknowledge the grant in media coverage, on site and on publications.</li> </ul>	<ul style="list-style-type: none"> <li>We discuss with you the delivery and monitoring requirements.</li> <li>HLF approves the permission to start and the scheme proceeds.</li> <li>We make grant payments in arrears against payment requests as scheme proceeds.</li> <li>We review progress against your action plan at an interval jointly agreed.</li> <li>We will review annually how much you have requested in grant payments.</li> </ul>	Up to £2,000,000 (including any development funding)
Scheme delivery	Year 2	<ul style="list-style-type: none"> <li>You start Year 2 projects and develop Year 3 projects.</li> <li>You should submit a costed action plan for year 3 by the end of year 2.</li> </ul>	<ul style="list-style-type: none"> <li>We make grant payments in arrears against payment requests as scheme proceeds.</li> <li>We review progress against your action plan at an interval jointly agreed</li> <li>We will review annually how much you have requested in grant payments.</li> </ul>	
Scheme delivery	Year 3	<ul style="list-style-type: none"> <li>You start Year 3 projects and develop Year 4 projects.</li> <li>You should submit a costed action plan for year 4 by the end of year 3.</li> </ul>	<ul style="list-style-type: none"> <li>We make grant payments in arrears against payment requests as scheme proceeds.</li> <li>We review progress against your action plan at an interval jointly agreed.</li> <li>We will review annually how much you have requested in grant payments.</li> </ul>	
Scheme delivery	Year 4	<ul style="list-style-type: none"> <li>You start Year 4 projects and finalise plans for project completion.</li> <li>Post year 5 management and maintenance proposals should be finalised.</li> <li>All funds from the LP should be committed to projects by the end of year 4.</li> </ul>	<ul style="list-style-type: none"> <li>We make grant payments in arrears against payment requests as scheme proceeds.</li> <li>We review progress against your action plan at an interval jointly agreed.</li> <li>We will review annually how much you have requested in grant payments.</li> </ul>	

### Landscape Partnerships Application Timetable (continued)

Process	Time	Your Actions	Our Actions	Grant
Scheme delivery	Year 5	<ul style="list-style-type: none"> <li>Complete all projects and finalise proposals for project evaluation.</li> <li>Complete the scheme evaluation.</li> <li>You make your final claims for payment to us and send a completion and evaluation report.</li> </ul>	<ul style="list-style-type: none"> <li>We make grant payments in arrears against payment requests as scheme proceeds.</li> <li>We will review whether the Landscape Conservation Action Plan has been delivered and completed.</li> </ul>	Up to £2,000,000 (including any development funding)
Evaluation	1, 5 and 10 years after completion	<ul style="list-style-type: none"> <li>We require you to report to us about your achievements, and if you are meeting your contract conditions.</li> <li>Continue to acknowledge the grant.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring ongoing compliance with our terms of grant.</li> </ul>	

## Getting started

Contact us for advice on your scheme proposals before you apply using the pre-application enquiry form. We will let you know whether your scheme is likely to meet our priorities for funding and what you should do next to make an application to us.

Before you apply we encourage you to:

- consider carefully whether your proposed scheme will meet the criteria and outcomes of the Landscape Partnerships programme;
- complete the pre-application form and submit it online or send it to your regional or country office by post; or
- contact your regional or country office to discuss your proposals.

Our experience shows that applicants who have received pre-application advice generally produce better applications than those who have not sought advice. If you have contacted us for guidance, we will get in touch with you and may set up a meeting to discuss whether we think your proposed scheme is likely to meet our priorities for this programme.

Our website includes examples of funded projects. It is essential that you read this LP guidance, the first-round help notes, and any other HLF guidance documents that relate to your scheme.

Visit our website at [www.hlf.org.uk](http://www.hlf.org.uk)

## The first-round application

**Please refer to the Landscape Partnerships first-round help notes when completing your application form.**

We **do not** expect you to have done detailed planning for capital works and activities at the first application round. However, you need to have a reasonable understanding of the scope of the scheme

in order to make sure that the amount of money that you are seeking from us is appropriate.

For this round you should be able to present a broad description of your scheme explaining how it meets our priorities and assessment criteria. The amount we offer at the first round is the maximum we will be able to award if you are successful in the second round. You will have to find all the resources from your partnership to put together the information required for the first-round application.

In your first-round application we will assess:

- whether you have a clear and realistic vision of what you want to achieve in your proposed LP area;
- if the initial scheme area you are proposing is of heritage significance and defined by a distinctive landscape character (the LP area may be refined during development);
- the needs of the landscape heritage and that of the communities and the potential benefits that a future scheme could deliver;
- the strength of the partnership, including the balance between community and voluntary groups and government bodies and agencies as well as structure;
- whether your scheme is likely to deliver our outcomes for Landscape Partnerships and will be evenly balanced across these in terms of impact;
- the need for the development work proposed;
- the expected quality of the development work;
- how you are going to involve others in the development phase;
- whether the development costs you propose look likely to deliver good value for money;
- how realistic your overall maximum costs for the scheme will be, how much you

are requesting from HLF in relation to this, and what other sources of match funding you are likely to seek; and

- whether your proposals are likely to contribute to the long-term social environmental and economic benefit (sustainability) of the area.

When we are considering your application we may contact you for more information about your scheme.

### Planning and development

If you are successful in the first round you will be asked to develop your scheme and complete the detailed second-round submission. If you need support to work up the details of your scheme, you can ask us for a development grant of up to £100,000 as part of your first-round application. You must provide a minimum of 10% match funding from your own or other sources, of which at least 5% must be cash.

You should expect to take between 12 months and 18 months (the maximum we allow) to develop your scheme. It is very important that you carry this phase out efficiently and comprehensively in this timeframe in order to keep your partnership and communities engaged - this will also help to ensure that your partnership funding can be secured.

We will help you with appropriate support and expertise from your grants officer and may also appoint a mentor. Through our website, you will also be able to learn from grantees who have successfully delivered Landscape Partnership schemes.

You may buy in specialist services to plan and develop your scheme. We have produced guidance on a number of issues to help you produce a good-quality scheme submission. Please refer to our website [www.hlf.org.uk](http://www.hlf.org.uk) for further information.

We can consider funding a range of development works to develop your scheme to the detailed level required for the second-round submission, including:

- collecting baseline data to support the evaluation process;
- building partnerships and community links within the area;
- further recording and understanding the needs of the landscape;
- further assessment of the character of the historic landscape;
- appointing specialists such as an architect with heritage expertise, chartered surveyor, ecologist with specialist knowledge, community facilitator;
- helping you understand the needs and interests of different groups of people who could benefit from the scheme;
- assessing the access provision in the area and auditing key sites to improve accessibility;
- consulting the community;
- researching local stories and traditions particularly associated with the area;
- developing the activities that will form part of the scheme
- developing your plans for the skills and training that could be included in the scheme;
- preparing other specialist reports;
- setting up monitoring and accounting systems for the scheme - to get them on the road quicker,
- developing the Landscape Conservation Action Plan (LCAP) informed by all the development work; and
- employing a member of staff to help you develop all elements of your scheme

You may also ask for funding for any other work which is directly related to gathering, ordering or analysing information in order to plan your scheme and programmes for the second-round submission.

When you have received permission from us to start the development of your scheme, we will pay the first instalment of up to 50% of your development grant. We will pay the balance of your grant when you send us your second-round submission and can confirm what you have spent during the development phase. We may ask you for a progress report during the development phase of your scheme.

If we provide funding to help you develop your scheme it does not guarantee that we will fund your LP scheme at the second round.

### **Employing a Landscape Partnership scheme officer during the development phase**

You are likely to need to employ someone to help you manage and co-ordinate the development process due to the amount of work needed and the community involvement required. This may be a full-time or a part-time appointment depending on how complicated your proposed work is and the other resources available. The Landscape Partnership officer will handle the day-to-day management of the scheme and is crucial to its success. Although they may be employed and line managed by the lead partner, it should be clear from the outset that the officer is working on behalf of the whole partnership to deliver the scheme and not for any one individual organisation. The success of the development phase is also strongly dependent on the support for the Landscape Partnership officer.

It is likely that this person will have a central role in building partnerships and community links and will provide a focus for the work of the scheme. It is very important that you recruit an officer of high calibre as an inexperienced officer is one of the greatest risks to the production of a good quality scheme. Depending on the job specification for the needs of your particular scheme,

their work may also include:

- preparing briefs for consultants and services;
- carrying out survey work
- developing systems to store data;
- managing consultants and other staff;
- developing community involvement;
- supporting meetings;
- collating or writing reports;
- managing the budget;
- monitoring progress and outputs to targets; and
- preparing applications for funding.

Appointments must be based on public competition (with our funding role acknowledged in advertisements). If an existing member of staff from a partner organisation is the successful candidate, they can be seconded to the scheme, but you must back-fill this post for the duration of the secondment.

### **Important points about development grants**

Development grants cannot:

- pay for the core organisational costs and purposes of your, or any other organisation;
- fund the time that the Partnership's existing staff will spend managing the development work (although you can use your grant for the costs of specific services charged by one local authority department to another, known as 'recharging');
- support work or activities which are not directly related to planning your Landscape Partnership scheme; and
- pay costs associated with securing planning or other statutory approvals.

### **Second-round submission**

Once you have obtained your first-round approval, your partnership will need to carry out additional work and

consultations to help plan, develop and cost your scheme. This information will be organised and captured in the second-round submission document – the Landscape Conservation Action Plan (LCAP). There is no separate application form for the second round.

The LCAP should establish what the priorities and needs of the landscape and community are within the area, the best and most appropriate means of addressing these and thus what programmes of projects and activities you will need to deliver, based on the indicative information in your first-round application. Please refer to the LCAP guidance, which provides information on the specific pieces of work that you will have to carry out, together with the information you will need to produce in support of your application.

In this document we will also expect to see your proposals worked up, with outline plans and costs for all elements for the full five years of the scheme, but with detailed plans and costs for at least the first year of delivery.

If you are successful in the second round we will make a full award to your scheme. We will review the management structure of your scheme and you will need to ask for formal permission to start.

Please refer to *Managing your Landscape Partnership Grant* on our website for full information on how your scheme will be monitored and grant payments made.

### **Deadlines and assessments**

The batch deadline for first-round applications is 30 November each year and decisions are made by our Trustees the following April in a single batch each year.

A visit by staff, Committee members or Trustees may form part of the assessment

process at any stage. We may ask for advice from statutory agencies or other advisors. At the first round our Trustees will make the decisions on whether to offer a development grant and set aside the funding for your scheme, to be considered at the second round.

In the second round we assess your developed proposals. You will submit your second-round submission to the same regional or country team which assessed your first-round application. They will evaluate your proposals and costs again. You will also need to confirm your first-round programmes and costs.

If you have developed your scheme fully in line with our guidance and any conditions that we may have made at the first round, the second-round assessment process will take four months. The relevant country or regional committee will consider your proposals for the second round. If you have provided all the information we asked for and we are satisfied you have met the LP outcomes and criteria for the programme we will offer you the full grant award that we set aside for you at the first round.

You cannot apply for an increase in the amount of grant we agreed to set aside at the first round. If your scheme costs increase during development, you will have to find other sources of match funding. The total grant we can award under this scheme is fixed at a maximum of £2 million, including development funding.

### **Decision-taking**

In reaching a decision, if there are more supportable schemes (in other words, schemes that meet our priorities) than the available budget, 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 schemes will have the greatest effect and give us the opportunity to make the greatest difference for our investment;
- the case for funding, including the risks or opportunities associated with not supporting a scheme;
- the need for our funding in particular and consideration of whether you have fully explored all possible sources of other funding;
- whether a scheme will add value through building partnerships;
- schemes of exceptional value and lasting importance; and
- how much funding an area has already received.

## How we will monitor your project

### Scheme Monitoring

We will send you *Managing your Landscape Partnerships Grant* which provides guidance on how to monitor your scheme, so that you can keep us informed of its progress and how well it is meeting its aims. We may appoint someone to help us monitor your scheme. We will also review your scheme's action plan annually.

If a second-round grant is awarded we will authorise you to start work once we have jointly signed the contract and it has been dated and you have filled in the necessary paperwork. Your regional or country team will give the approval to start programme projects in later years. We will ask you to send full details of these projects before the start of each year in the form of an annual action plan. You must not start work on these projects until you have received our written permission.

Unless there is a lot of disruption to your scheme or programmes caused by factors out of your control, we will expect you to use the money you have programmed for each year in that year. We will not usually expect to transfer money into any other years. So, it is important that you consider your programmes of work and cash flow carefully at the second round, in terms of what you can achieve for each of the scheme years. You will need to set up an effective system for managing the programmes at an early stage. You may include the costs of administrative or financial services within your scheme overhead costs.

### Paying grants

We will only pay your grant as you carry out the work on eligible projects in your scheme. You will need to send us regular requests for payment supported by invoices or payment certificates showing how much of the work that we have agreed to fund has been done. We expect to receive regular requests for grant payment as agreed with your grants officer.

We will check your grant payment request and aim to pay our fixed 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 request your grant. This means you must consider carefully how to cover these costs until you receive your grant. If you think that you will not be able to cover these costs, we may in rare cases be able to pay some of your grant in advance.

Before we pay you the final 10% of your grant you will need to have delivered your LP scheme and have sent us your completion and evaluation report. You will need to budget carefully for the final part of your scheme.

## Completion and evaluation of your scheme

We will expect evaluation feedback from every scheme that we fund in the form of a completion and evaluation report. This includes quantitative and qualitative evidence and tells the story of the scheme. Involve as many people as possible in your evaluation of the scheme. You should start to collect baseline data for your completion and evaluation report during the development phase. Having a baseline, and collecting the same data at the end of your scheme, will allow you to show the 'distance travelled'. See our guidance *Evaluating your HLF project* for more information on what you could do.

## 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.

## Scheme 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 your 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 place as soon as we confirm an award at the second round and before work begins. You must make sure you acknowledge your grant publicly in line with *Managing your Landscape Partnerships 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 3,4 and 5 of the application form to anyone who asks to see them. If there is any information in sections 3,4 and 5 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 3,4 and 5 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 in touch with our work;
- 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, or 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 director. You can get a copy of our Complaint procedure from our website or any of our offices.

## Appendix Landscape Partnerships and HLF application processes

Process	First round	Development phase	Second round
<b>LP First-round application form</b>	Complete First-round application form		
<b>LP Board – individuals named by partnership who have authority to advise on LPS delivery</b>	Confirmed by individuals with authority from their representative groups to develop to Stage 2	Develop and establish LP board representation	Confirm final LP Board members to represent the Landscape Partnership.
<b>LP area</b>	Identify the area your LP will focus on, exact boundaries do not have to be identified at this stage. Show boundary of the LP to at least 1:50,000 and in colour. Both in hard copy and digitised (see first-round help notes). Provide 6 figure Grid Ref for centre of scheme.	Develop and consult and finalise the boundary of the LP area. This is likely to change with the LP Character Assessment, other studies and community and stakeholder consultation.	Confirm the boundary of the LP area. Provide revised copies of the boundaries, both in hard copy and digitised boundary on a CD.  Reconfirm a 6 figure Grid reference for the centre of the scheme.
<b>Landscape Partnerships Character Assessment</b>	If a Landscape Character Assessment exists for the proposed LP area, please provide a copy/extracts. If no LCA, provide briefs for study to be carried out in development.	Confirm existing LCA has sufficient detail for planning the LP. If not, commission and carry out an LCA for the LP area. Use this study to inform and confirm LP boundary.	Provide LCA as a supporting document.
<b>Public participation and consultation</b>	Provide any evidence of public support or consultation relevant to the Landscape Partnership	Consult with stakeholders and local communities to make sure that local people are engaged and involved in the planning, and making decisions in the Landscape Partnership. Refer to <i>Thinking about Community Participation</i>	Continue community participation into scheme delivery
<b>Additional supporting research and survey</b>	Identify any additional research and survey work necessary to inform the planning and identification of the needs of both the landscape heritage and the needs of the communities. Provide full briefs and specifications.	Manage or carry out the supporting research and survey work that will help to inform the LP scheme.	Provide additional supporting information as requested.

## Landscape Partnerships and HLF application processes (continued)

Process	First round	Development phase	Second round
<b>Landscape Conservation Access Plan (LCAP)</b>	Plan the production of the LCAP, who is going to produce this, how is it going to be managed and delivered. Refer to the LCAP guidance for the second-round submission.	Analyse what the condition of the LP area is in; identify key features and needs and values of the local community. Develop and confirm the appropriate projects that meet the four LP programme priorities and LP vision. Refer to <i>Planning Activities in Heritage Projects</i>	Produce the LCAP following the guidance provided. Pull all work together carried out in development. Confirm projects that meet the four LP programme priorities and LP vision. Include staffing, timetables, financial costings and full briefs.
<b>Scheme development and costs</b>	Provide full details and costs for the work you are proposing in development, including the production of the Landscape Conservation Action Plan (LCAP).	Carry out development work, including the production of the LCAP (main submission for second round) and provide additional supporting information requested.	
<b>Scheme Timetable</b>	Produce timetable, in full for the development phase and in outline for scheme delivery.	Plan and develop timetable for delivery. In full detail for Year 1 and in as much detail as possible for Years 2-5.	Confirm scheme timetable, in full detail for Year 1 and in as much detail as possible for Years 2-5.
<b>Briefs or specifications for work to be carried out by professional consultants or advisers for the development phase</b>	Include fully worked up project briefs, job descriptions, professional specifications and procurement procedures pertaining to the development phase.	Commission and complete work to inform the LCAP and the second -round submission.	
<b>Job specification for LP officer for the development phase</b>	Full job description, competencies and recruitment procedure for LP officer to be employed for the development phase.	Recruit staff for development phase.	
<b>Briefs or specifications for work to be carried out for the delivery of the LPS.</b>		Develop full project/ professional briefs/ specifications for year 1 and drafts to be approved in advance for Years 2-5	Confirm full project/ professional briefs/ specifications for Year 1 and drafts to be approved in advance for Years 2-5

## Landscape Partnerships and HLF application processes (continued)

Process	First round	Development phase	Second round
<b>Copy of your partnership agreement</b>	Draft or outline agreement, the partners giving authority at least for the lead body/named individual to make the first-round application and receive funds for the development phase. Lead Partners to deliver the whole scheme, should be agreed at this stage.	Develop partnership, ensure all partners are signed up and understand the commitment	Finalise partnership agreement. By the second-round submission
<b>Chart showing the management structure for delivering the scheme</b>	Chart showing the confirmed management structure for the development planning phase. Outline management structure for post second-round delivery	Develop management structure for the scheme delivery.	Confirm management structure for the scheme delivery.
<b>Monitoring and Evaluation</b>	Outline proposal for monitoring outputs and outcomes of the LP and for evaluating the impact and benefits of the Scheme	Develop proposals for monitoring and evaluating the LP Scheme. Refer to HLF guidance <i>Evaluating your HLF project</i> .	Confirm proposals for monitoring and evaluating your Landscape Partnership.