



Future Parks Accelerator

Grants up to £1million and free technical support to transform the funding and management of urban parks and green spaces

Application guidance

December 2018



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Part one: Introduction

Welcome

Future Parks Accelerator is a new joint venture from the National Trust (NT) and Heritage Lottery Fund (HLF). We aim to use our combined investment, grants and in-house expertise to support ambitious projects that will transform the way public parks and green spaces in the UK are managed and funded for the future.

You can apply for a grant of up to £1million to support the development of your vision. The grant will also be accompanied by a tailored package of technical expertise provided by a core Future Parks Accelerator team and locally-based experts.

The Future Parks Accelerator has two phases. **The first phase of work is the co-design phase, where we will work with you to develop a new strategy and business plan for managing the parks and green spaces.** This could include, but is not limited to: an asset review and identification of opportunities; community consultation; partner engagement and partnership development; options appraisal; business planning; external advice; and due diligence.

The second phase of work is the transition phase, where you will ensure your place/team is operationally ready to start to deliver the new strategy and business plan, through work including: due diligence; community development and training; staff training/culture change; identification of funding opportunities; new governance structures if required; partnership development.

In order to progress from the co-design phase to the transition phase you will be required to successfully complete a mid-point project review.

About this guidance

This guidance will help you to complete the application form which is now available to you on our portal.

Please note that Future Parks Accelerator is making use of an existing grant process so the following guidance will tell you which questions to answer, which to ignore, and what we mean by some questions.

Only applicants who have successfully completed the Expression of Interest phase, and who we have invited to apply, may now apply. Whilst the Expression of Interest process has reduced competition at this application stage, it remains competitive in that we have asked more projects to apply than we will be able to support. Therefore you should make sure your application is as strong as possible at this stage.

Help we offer

Enquiry service

Please contact us directly if you have any queries whilst completing this application form. Whilst we can't tell you what to write, we can offer technical support and may be able to help clarify things or guide you towards sources of inspiration or projects looking to complete similar work. We will aim to answer any queries within queries to: FutureParks@HLF.org.uk

Who we will fund

We can fund applications from:

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

If you are applying as a partnership, you will need to nominate a lead applicant. The lead applicant should provide a signed partnership agreement showing the involvement of each partner and how the project will be managed.

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

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

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

Unless the lead applicant is a public sector organisation, you will need to provide its constitution, which we expect to include the following:

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

What we fund

Through Future Parks Accelerator we want to support projects that are:

- defined at the outset;
- will make rapid and significant progress over the next two years;
- have evidenced support at senior executive level within the applicant's organisation;
- will contribute to achieving the outcomes we describe.

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

- projects that are not ambitious or fail to articulate a clear 25-year vision;
- projects that include capital works such as refurbishing buildings, building play spaces, or creating events spaces;
- projects that only look at a small part of a place's overall green estate;
- projects that can't demonstrate senior level buy-in and support;
- projects that have not thought about delivering community and social benefits as well as looking at the funding and management of green spaces.

What is an accelerator approach?

We know from our research that local authority funding for non-statutory services is under immense pressure. Across the UK, difficult decisions are being taken as to which services should be supported and where funding is best invested.

We know that park and green space services, as a non-statutory service, are suffering disproportionately. At the same time, the value of green spaces for health, wellbeing and the environment are now being clearly demonstrated.

Future Parks Accelerator is about showing the power of parks and green spaces to make places liveable and healthy. The scale of the funding crisis and speed of budget reductions means we need to provide rapid and effective support to the places we choose to work with.

By providing a blend of grant funding and in-house expertise, we aim to create vital headspace and extra resources for you to do strategic thinking and development, in order to create a fresh vision for how parks and green spaces will thrive at the heart of communities in the future. By providing funding and expertise, we aim to accelerate this work so that it is ultimately of benefit both to the places we choose to work with, and to local authorities, green space portfolio managers and other organisations across the UK.

Future Parks Accelerator is a flexible programme and can support a wide range of activities. It's up to you to make a strong case for the activity you want to undertake and what difference you expect the project to make.

As a result of your project, you will be able to demonstrate that your parks and green spaces have a healthy and sustainable future ahead, and are better able to serve the needs of the local communities, businesses and visitors in your place.

Public parks and urban green spaces

By public parks and urban green spaces we mean, first and foremost, existing urban green spaces providing free access for recreation and enjoyment. Our definition includes urban parks, play spaces, allotments, squares, cemeteries, woods and nature sites. If new parks and green spaces are included, these should be part of a broader portfolio of existing parks and green spaces. It is often easier to find sustainable funding for new green spaces, and our focus is on supporting the vast numbers of existing spaces.

A whole estate approach

We expect projects to look at all public green spaces within an identified place. We believe that thinking about managing an entire portfolio of green spaces in a place offers greater opportunities for the future.

We expect applicants to consider all aspects of managing green spaces, from their value as vital community living spaces, to their role in defining local character and identity, and their importance for nature and climate change mitigation, for sport and recreation, for health and wellbeing, and as places for business and enterprise.

Parks and people

You will need to show that the local community is going to be thoroughly engaged with the project and that social benefits will be delivered. We can offer advice on consulting and engaging people, as well as ensuring that both existing users and current non-users will benefit from the project. We expect you to consult local people about your plans and include opportunities for active participation across all sections of the community.

Examples of activities we can support

Future Parks Accelerator can support individual organisations, partnerships or consortia to deliver a wide range of activities aimed at securing a sustainable future for a place's public parks and urban green spaces.

These activities might include, but are not limited to:

- undertaking an asset review, benchmarking maintenance costs, and exploring the potential of your green estate;
- identifying opportunities to broaden partnerships and build new strategic relationships, for example with health providers;
- developing partnerships with community and businesses groups;
- undertaking options appraisals and feasibility studies;
- seeking external advice and expertise, including project management, business development and due diligence;
- community consultation, research and development;
- training for staff, trustees, elected members and volunteers;
- investigating and trialling new approaches to fundraising, trading and income generation;
- exploring and reviewing governance or management models;
- providing time and resources to network, see what others are doing, and learn from other places.

Capital works

It is not our aim to fund capital works through the Future Parks Accelerator. If you want to apply for funding to regenerate a park or improve a building such as a café, you should consider applying through another HLF programme when we launch our new strategy in early 2019.

Evaluation

Good evaluation is about proving and improving. It shows what difference investment has made and how effective your work has been. It is about capturing lessons on what has worked well and not so well, both to inform your own future plans and to help others learn from your work.

All projects must consider their plans for high-quality evaluation at the outset, as setting a robust baseline is essential to measuring the difference you have made.

The costs of evaluating your project and sharing knowledge and learning must be at least 7% of your grant award. In addition, HLF will be appointing an overall evaluation consultant. This consultant will provide advice to individual projects about their evaluations, as well as to bringing together overall lessons from across the cohort of places selected.

Sustainability

Our aim is to support projects that develop a sustainable way forward for the management and funding of their place's public parks and urban green spaces in future.

We do not expect new management models to be delivered or major sources of new funding to be secured within the scope of this programme. Instead we expect that, upon completion in two years' time, your place will have a clear and deliverable vision to put parks and green spaces at the very heart of your local community and place.

The difference we want to make

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

Your project will need to contribute towards all the outcomes listed here. Those in bold are weighted, meaning we will give them greater consideration in assessment. We will consider the quality of the outcomes that your project will achieve, and we anticipate that you will contribute to some more than others.

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

- **Parks and green spaces will be better managed**
- People will have developed skills
- People will have greater wellbeing
- **A wider range of people will be involved in parks and green spaces**
- **The funded organisation will be more resilient**
- The local area will be a better place to live, work or visit

Costs we can cover

Direct project costs

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

Direct project costs include:

- new staff posts to deliver the project;
- extra hours for existing staff to deliver the project;
- the cost of filling a post left empty by moving an existing member of staff into a post created for the project;
- payments/bursaries for trainees;
- professional fees;
- costs involved in sharing knowledge with others in the accelerator cohort;
- activities to engage people with the project;
- evaluation;
- acknowledgement of our grant;
- reasonable extra costs for your organisation, such as a new phone, extra photocopying, new computers or extra rent.

Direct project costs do not include:

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

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

Full Cost Recovery

For voluntary organisations, we can also accept part of an organisation's overheads (sometimes called 'core costs') as a part of the costs of the project. We expect our contribution to be calculated using Full Cost Recovery.

We cannot accept applications for Full Cost Recovery from public sector organisations, such as government-funded museums, local authorities or universities.

Your organisation's overheads might include overall management, administration and support, or premises costs that relate to the whole organisation. Under Full Cost Recovery, we can pay a proportion of these overheads, commensurate with the time or resources used for your project. We can also cover a proportion of the cost of an existing member of staff, as long as they are not working exclusively on the HLF-funded project.

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

What are we offering as support and expertise to the successful places?

As this is an accelerator, we will be providing places with a range of support and advice to design and implement their projects. Much of this support will come from staff employed by the accelerator or key partners.

Each place will be allocated an Account Manager who will work closely alongside the project team. You should view them as a member of your extended team, they will be able to provide general advice and support, help think through problems creatively and act as a critical friend. They will also be central in helping you to access the wider support and expertise available and can help to share learning across the cohort. They will work alongside you for the whole project.

In addition, we can provide your place with the following types of support and expertise:

- advice on volunteering, community engagement and participation;
- commercial consultancy specialising in retail and catering, visitor attractions and facilities;
- operational management experience;
- knowledge on visitor experience, including programming, service, visitor flow and engagement;
- communications and marketing experience;
- building surveying advice;
- estate management advice, including lettings, leases and license valuations and reviews;
- historic landscape curatorial expertise;
- fundraising and development expertise and support;
- expertise and advice regarding business development and finance;
- expertise and support on innovative finance and funding, including social investment;
- charity governance, performance and culture.

We will work with you to formulate a bespoke package of support for your project. Please indicate in your application what areas of support from this list you think you might want to draw upon.

Where additional expertise is required, places will be able to use their grant to commission this from the open market.

Your contribution

We ask you to make a contribution of at least 10% towards the cost of your project to demonstrate your commitment. We describe this as 'partnership funding' and it can be made up of cash, volunteer time, non-cash contributions including staff time, or a combination of all of these. Some of your partnership funding must be from your organisation's own resources.

Complaints

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

Part two:

Application process

Making an application

Applications must be submitted by 12 noon on 18 January 2019 and will be decided in late March 2019. Any application that arrives after 12 noon on the day of the deadline cannot be accepted.

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

If you are awarded a grant at first round, we will work closely with you to agree a series of work milestones against which we can review progress throughout the life of the project.

In addition, we will use the mid-point review process to check progress against project outcomes and to enable you to move from the co-design phase to the transition phase. If you are successful at this mid-point review stage, you will then be able to proceed to complete your project. If you are unsuccessful, we will either work with you to get the project back on track or ask you to stop.

Project milestones

We understand that, at this stage, it may be difficult for you to map out your entire project with a high degree of confidence. The nature of the work you are about to undertake means that your final vision needs to be based on a sound understanding of the current situation, but you may need support to reach that position.

We will use project milestones, which we will develop and agree with you at the outset, in order to help manage the project from start to completion. We will use the agreed milestones to monitor progress, to assess the quality of work completed and to agree payment stages.

If an agreed milestone is missed, we will need to agree with you how the project can be brought back on track. If the project cannot be brought back on track, HLF and NT reserve the right to halt the project at that point and to terminate our contract with you, meaning that any outstanding grant and support would be withdrawn.

Setting milestones

We will ask all projects to set milestones for the duration of the project. Milestones should be established to mark completion of key phases of work, should be at least once every two months and should be clearly defined at the outset.

We understand that milestones drafted at the start of a project may be considerably more precise and defined than those towards the end of the project. We will work with you to refine milestones as the work proceeds.

We will ask you to be clear and precise in setting milestones, and to ensure that they are challenging but achievable. They should be set close enough to achieve momentum, but not so close that they micro-manage the project.

If a milestone is missed, we will work with you to understand why, to adjust resources, and to refocus support, in order to help you bring the project back on programme and target. If we feel this is not possible, or there is mutual agreement, we will terminate the grant and support package.

Mid-Point Milestone Review

In your application, we would like you to estimate a mid-point milestone. This will be the point at which you have completed the co-design phase to develop your new strategy and business plan, before you embark on the transition phase of operational readiness to deliver the plan.

It is at this mid-point milestone that you will need to seek approval to continue with your project. At this stage, you will need to submit for approval a full review of your project and a work plan for completion.

If the project fails to meet the review and is rejected at that point, then the project will be terminated and any remaining grant or technical support will be withdrawn.

We will issue further guidance on mid-point reviews once awards have been made.

How we assess applications

When we assess your application, we will consider the following:

- What is the need or opportunity that the project is responding to?
- Will the project deliver ambitious solutions across an entire place that are forward thinking, broad, creative and pioneering?
- Will the project create real impact for the place and for the parks sector more broadly?
- Why does the project need to go ahead now and why is Lottery funding required?
- Will the project strongly achieve the Future Parks Accelerator outcomes?
- Does the project plan a step-change in how stakeholders engage with their parks and green spaces, in order to maximise public benefit?
- Is the project financially realistic?
- Is the project well-planned?
- Does the current or proposed project team have the capability and capacity to lead and deliver a service transformation project of this type, creativity and scale?
- Is the transformational approach likely to create a long-term, financially sustainable solution for the place?
- Does the project have appropriate and evidenced senior-level support?

How decisions are made

Your application will be in competition with other projects at the application stage. You will then need to pass the mid-point milestone review in order to proceed to completion.

Our decision-makers use their judgement to choose which applications to support, taking account of quality, value for money and whether a project meets the outcomes specified above.

Part three:

Receiving a grant

Terms of grant

If you are awarded a grant, you will need to comply with our terms of grant, which we will send you if you are successful.

The terms of the grant will last from the start of the project until the **project completion date**.

Acknowledgement and promotion of your grant

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

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

More ideas on acknowledgement and promotion, and the branding we expect to be featured, can be found on our website in the *Running Your Project* section of HLF's website: <https://www.hlf.org.uk/running-your-project>.

Mentoring and monitoring

If you are awarded a grant, we will contact you about arranging a start-up meeting. At this meeting, you will meet the HLF/NT Account Manager assigned to your project.

You will work closely with the HLF/NT Account Manager. Each Account Manager will be assigned up to three projects and it will be their job to support you at every step of the process. In particular, they will do this by: helping set and agree milestones; helping you understand our vision for Future Parks; and providing the link between your teams and the technical expertise provided by NT through the accelerator.

Our Account Manager may wish to be partly co-located with your team to aid joint working and collaboration.

Working as a cohort

By accepting a FPA grant, you agree to take part in cohort activities and knowledge sharing. If you think there are costs associated with this, please include them in your budget.

Permission to start

If you are awarded a grant, you will need to have our written permission before you start any work.

In order for us to grant permission to start, you will need to provide us with:

- proof of any partnership funding;
- an agreed set of project milestones
- a timetable or work programme;
- a draft cost breakdown and cashflow;
- a detailed project management structure;
- a statement on your method of buying goods, works and services;
- evidence of your bank account details.

Grant payment

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

We will pay our grant in instalments linked to the completion of project milestones.

Milestones will be agreed between individual projects and HLF/NT Account Managers, between the grant award and agreeing permission to start.

We will pay the payment percentage of claims submitted to us.

We will retain the last 10% of your delivery grant until we are satisfied that the project is complete, all learning materials have been produced, and an evaluation report has been submitted.

Buying services

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

We are keen to encourage shared procurement across the cohort wherever possible, to avoid wasting funds and to ensure knowledge is shared.

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

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

For all goods, works and services worth more than £50,000 (excluding VAT), you must provide proof of competitive tendering procedures. Your proof should be a report on the tenders you have received, together with your decision on which to accept.

If you do not select the lowest tender, you must give full reasons for your choice.

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

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

Your project may be covered by European Union (EU) procurement rules if it exceeds certain thresholds. This will require that all services for both fees and construction will need to be tendered through Tenders Direct, previously known as Official Journal of the European Union (OJEU).

If you are a non-public body, and your HLF grant exceeds 50% of the estimated cost of a contract, or the HLF grant together with other public funding exceeds 50% (e.g. ERDF, local authority, or other lottery distributors), and exceeds the thresholds, you must adhere to EU Procurement Regulations.

The applicable thresholds can be found on the Cabinet Office website. Thresholds are reviewed annually in January. If you are a public body, different thresholds apply, and you will have to comply with those that are already relevant to you. The thresholds apply to all individual consultant appointments (or to the aggregate fee as a single appointment) and to construction works.

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

- if you are a voluntary organisation and are including a proportion of a staff member’s time in your Full Cost Recovery calculation.
- If you are looking to recruit a consultant(s) or member(s) of staff for your whole project, you should make sure that their contract(s) include a break clause in case your project is halted before the anticipated completion date. If you do not do this, you may need to re-recruit after the mid-point review.
- if you have a suitably qualified member of staff on your payroll that you are moving into the post created by your HLF project. You will need to provide a job description for this post.
 - if you have a suitably qualified member of staff on your payroll whose hours you are extending so that they can work on the project. In this case we will fund the cost of the additional hours spent on the project and you will need to tell us about the role they will undertake.

State aid

State aid is a European Community term which describes forms of assistance (usually financial) from a public body given to undertakings on a discretionary basis with the potential to distort competition and affect trade between member states of the European Union.

State aid rules prevent undue competition arising when organisations have a significant economic advantage by having all or some funding provided from state resources to the detriment of other organisations who can only use their own private funding.

As a public funder, our grants are subject to state aid rules. If we awarded a grant that was subsequently found to be in breach of state aid rules, we would be required to reclaim those funds from the grantee.

In most cases, projects supported by us are not state aid because they:

- are not considered to be economic activity; and/or
- are considered non-selective in that the main beneficiary is the general public; and/or
- would not have a measurable effect on intra EU trade.

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

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

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

Part four:

Application form

help notes

The application form can be found online on the HLF portal. There is a word limit of 9,000 words in total for your application. Some specific questions also have their own word limits; these are shown on the online form.

Section one:

Your organisation

1a. Address of your organisation.

Include your full postcode. If the project is being delivered in partnership, please insert the address of the lead organisation.

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

Please ignore this question.

1c. Details of main contact person.

This person must have official permission from your organisation to be our main contact.

We will send all correspondence about this application to this person, at the given email address.

1d. Describe your organisation's purposes and regular activities.

Tell us about the part of your organisation that will manage this project and what other services they are responsible for delivering, if any, in addition to parks and green spaces.

1e. The legal status of your organisation.

Fill in as appropriate.

- If your type of organisation is not listed, please tick 'other'.
- If you are not a public sector organisation, you will also need to tell us about your organisation's capacity by providing information about your staff structure, your governing body and your financial situation.

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

Fill in as appropriate.

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

Fill in as appropriate.

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

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

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

1h. Are you VAT-registered?

Fill in as appropriate.

Section two: The heritage

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

Tell us about the parks and green spaces in the place where you have chosen to work. A place may be an entire city, a county, a borough, a town or a parish. It is for you to decide the extent of the area. It may include one or more local authority areas where services may be combined or potentially pooled.

- Tell us about the parks and urban green spaces in the place you have chosen to work. If helpful, provide a plan as a supporting document, to illustrate the extent of the project area and the distribution of parks and green spaces.
- Tell us:
 - what sort of sites are to be included in your project area (e.g. urban parks, squares, public gardens, nature reserves, roadside verges, linear walks, cemeteries, allotments, lakes, reservoirs, rivers, canals and so on);
 - the approximate total size of the place where you will be working, and the approximate total size in hectares of the parks and green spaces to be included in the project;
 - the approximate numbers of different types of parks and green spaces included in the project area and whether any have heritage or nature designations;
 - the population of the area covered by your project and, if you have it, any information on numbers of visits to parks in your place.

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

Tell us how you currently fund and manage your parks and green spaces, and how that might need to change in future. Tell us if your parks and green spaces are at risk from a lack of resources and funding and, if so, how funding and resources have changed over the last five years, and how that is predicted to change in the next few years.

Tell us how the heritage and community value of your parks and green spaces may be at risk as a result of a lack of funding and resources.

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

Please ignore this question.

Future Parks Accelerator does not fund capital works.

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

Please ignore this question.

Future Parks Accelerator does not fund acquisitions.

Section three: Your project

3a. Describe what your project will do.

We want you to divide your project in to two phases; co-design and transition.

By **co-design** we mean the first phase, in which you will create an ambitious vision for how your parks and green spaces will be managed and funded in future.

By **transition** we mean a second phase, in which you will undertake the work to get ready to implement your vision.

Please provide outline information here about what you will do during both the co-design phase and transition phases of your project.

Tell us about the nature and range of activities that your project will undertake.

This could include, but is not limited to:

- creating and obtaining agreement to a new 25-year vision for all the parks and green spaces in your place;
- building new partnerships with community and business groups to develop new approaches to funding and managing parks and green spaces;
- supporting local people to take a greater role in future;
- exploring new ways to make parks and green spaces relevant to local people's lives, health and wellbeing;
- working strategically to ensure parks and green spaces deliver benefits for nature and help mitigate the effects of our changing climate;
- putting parks and green spaces at the heart of your place, as crucial green infrastructure essential for civic pride and liveability.

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

Tell us about any opportunities relating to how your public parks and green spaces are currently funded and managed. These might include:

- promoting a step-change in how people engage with their parks in order to maximise public benefit, local potential and innovation;
- enabling new cross-sector partnerships that bring together knowledge and expertise from outside the traditional parks sector, embedding new skills;
- catalysing and blending new sources of funding to enable diversified and sustainable business models that are attractive to new donors, funders and investors;
- adopting a systemic approach so that a whole place's portfolio of public green space is protected and enhanced, delivering a fair, quality and free service to all.

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

When looking at the parks and green spaces in your place, why is this project essential now? We may have competing bids for our funds, so tell us why we should invest in your project.

- Tell us if the risk to your parks and green spaces is critical.
- Tell us if there are opportunities open to you now that you could pursue if you had funding and support, especially if those opportunities may not be there in the future.
- Tell us if there are circumstances which provide a particularly good opportunity for your project (for example, you will be able to benefit from or complement another project or initiative which is going ahead now).

3d. Why do you need Lottery funding?

- Tell us why you cannot fund and support this work entirely yourself.
- Tell us about any other sources of funding that you have considered for this project.
- Tell us what will happen if you do not get a grant and support from us.

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

- Tell us about the options you have considered, and why this project is a suitable response to the problems and opportunities identified in 3b.
- Tell us about any consultation you have undertaken and how this has shaped your project proposals (for example, any public consultation on future funding priorities).
- Tell us how this project fits into the aims of your green space strategy (if you have one) and/or why this is a priority.
- Tell us if this project fits into any regional or national strategies.
- Tell us what support you have within your organisation for this project, what level that support is at, and how it has been confirmed. We need to be convinced that you have high-level support within your organisation so we can be sure the project will progress if funded.
- Tell us who your project champion(s) is/are and their role in your organisation.
- Tell us about any people or organisations that have objected or may object to your project in the future and how you plan to manage the risks associated with this.

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

Provide outline information about what you might do during your project and after completion to acknowledge the support and funding that you have received from HLF and NT.

We will be supplying successful projects with further guidance on how we expect you to acknowledge our grant and support.

Section four: Project outcomes

Outcomes are changes, impacts, benefits, or any effects that happen as a result of your project. In the notes on the next pages, we have provided descriptions of our outcomes for heritage, people and communities, to help you understand the difference we want to make with our funding and support.

Your project should contribute towards all six of the Future Parks Accelerator outcomes.

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

Questions 4a, 4b and 4c

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

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

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

By 'heritage' we mean the parks and green spaces that are the focus of your project.

a. Parks and green spaces will be better managed

There will be clear improvements in the way that you manage your parks and green spaces and their heritage. You will have gained a thorough understanding of their maintenance needs, costs and resources, as well as their potential to deliver more for local people and communities. You will have gained a greater understanding of their value as a wider green estate and the importance of managing the sites as an overall portfolio.

How will you know what you have achieved?

People running your place's parks and green spaces will know exactly what good management costs and how it must be achieved. A clear vision will have been created for how parks and green spaces will be managed and funded in future.

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

b. People will have developed skills

Individuals will have gained skills relevant to ensuring your parks and green spaces are better looked after, managed, understood, funded or shared. Skills could include, for example, teaching/training, marketing, fundraising, maintenance, digital and project management skills. Structured training activities could include an informal mentoring programme, on-the-job training or external short courses.

How you will know what you have achieved:

People involved in your project, including staff and volunteers, will be able to demonstrate competence in new, specific skills and, where appropriate, will have gained a formal qualification.

C. People will have greater wellbeing

Individuals will feel more connected to the people around them and/or the place where they live as a result of involvement in your project – this is what we mean by greater wellbeing. To achieve this outcome, your project should be *designed* to impact on wellbeing (and developed with expert organisations if you plan to involve specific target groups such as people using mental health services or learning disabled people). You might provide opportunities for people to be more active (for example, volunteering in a park) or to build new connections with others. You may have explored relocating health services, therapeutic parks and social prescribing.

How will you know what you have achieved?

You may have developed a working relationship with local health providers and aligned your strategies. You will be able to demonstrate how you have considered the management and value of local green spaces to the health and wellbeing of local people.

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

d. A wider range of people will be involved in your parks and green spaces

There will be more people engaging with parks and green spaces, and this audience will be more diverse than before your project. Changes will have come about as a direct result of your project, and particularly your audience development work and community consultation. This will focus on collecting and analysing information about the people who engage with your parks and green spaces – and those who don't – before, during and after your project.

How you will know what you have achieved:

You will be able to show that your audience profile has changed: for example, that it includes people from a wider range of ages, ethnicities and social backgrounds; more disabled people; or groups of people who have never engaged with your heritage before.

e. The funded organisation will be more resilient

The part of your organisation managing parks and green spaces will have greater capacity to withstand threats and to adapt to changing circumstances. You will achieve this greater resilience through stronger governance and greater local involvement in your organisation; increased management and staff skills; fresh sources of expertise and advice; and working in partnership to share services, staff and resources.

How you will know what you have achieved:

You might have new volunteers who increase your capacity and skills; or new sources of income through commercial activity, endowments or new fundraising programmes.

f. The local area will be a better place to live, work or visit

Local residents will have a better quality of life, and overall the parks and green spaces will be better managed. As a result of better resourcing for parks and green spaces, there will be more opportunities for local people to visit, use, get involved with, and enjoy them, and residents will report greater pride in the local area and/or a stronger sense of belonging.

How you will know what you have achieved:

Parks and green spaces will be held in higher regard by the local community and within the local authority. Their value to the place in creating a vibrant and healthy place to live and work will be better realised and understood.

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

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

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

You do not need to answer this question, but if you have user data that you wish to include you can do so here.

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

If people will receive training as part of your project, please provide an estimate for the number of project staff, volunteers, interns, apprentices and others you will train.

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

Provide an estimate.

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

Provide an estimate. Only include new posts that will be directly involved in the co-design and transition phases of your project.

Section five:

Project management

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

Please tell us about all the work you will do in the co-design phase of the project.

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

- Provide **detailed** information about the team that will work on your project during the co-design phase of your project, including the person who will take overall responsibility.
- Having looked at the support to be provided by the National Trust (see page 11), tell us if you will need extra specific support from consultants or new staff.
- Explain who is responsible for making decisions and approving changes to your project. Describe the reporting structure and how often meetings will take place.
- Describe how you will choose the staff, services and consultants needed for your project.
- Tell us whether you will be making changes to the governance of your organisation, to enable you to deliver your project more effectively. You can include the costs of professional support for a governance review as part of your grant request.
- Tell us about the role of any park or green space user groups and/or volunteers during the project.

- If you are moving an existing member of staff into a post created by this project, or extending the hours of an existing member of staff, tell us how they are qualified for the role created by the project.
- If you are moving an existing member of staff into a post created by this project, tell us how you will manage the work they are currently doing, or if this is coming to an end.

You will also need to send us:

- draft job descriptions for all new posts for your project;
- outline briefs for any consultants showing the approximate scope of their work;
- a project management structure for the entire project.

5c. Complete a detailed timetable for the co-design phase of your project.

Please ignore the timetable template in the online application form. Instead, please supply a separate supporting document setting out a draft timetable for your entire project.

The timetable should identify key tasks, start and completion dates for tasks, and who will lead each task. We expect your project to be divided in to at least 20 tasks, but it is for you to decide what is helpful to explain the scope of works to be undertaken.

- Allow time at the start of this phase for you to recruit staff, and for us to work with you after grant award to agree project milestones and grant permission to start (Please read about **permission to start** in **Part three: Receiving a grant**).
- Clearly identify when you plan to complete the co-design stage and reach your mid-point review milestone. That key milestone is the point at which you will need to seek our approval to proceed to the transition phase.

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

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

Tell us about the risks likely to be encountered in the co-design phase.

Use the table to tell us what the key risks are for your co-design phase, and how you plan to manage/mitigate them. You may find it useful to refer to the help note for question 5g.

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

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

- **Think about the transition phase of your project. You only need to give details if the people will be different from those working on the co-design phase.** If they are different, please provide outline information about the team that will work on your transition phase, including the person who will take overall responsibility.
- Tell us if you will need extra support from consultants or new staff.
- Explain who is responsible for making decisions and approving changes to your project. Describe the reporting structure and how often meetings will take place.

- Tell us about the role of park user groups and/or volunteers during the transition phase.
- Describe how you will choose the staff, services and consultants needed during your transition phase.
- If you are moving an existing member of staff into a post created by this project, or extending the hours of an existing member of staff, tell us how they are qualified for the role created by the project.
- If you are moving an existing member of staff into a post created by this project, tell us how you will manage the work they are currently doing, or if this is coming to an end.
- You will also need to send us:
 - a project management structure;
 - job descriptions for all new posts;
 - draft briefs for any consultants.

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

Please ignore this question as you should have included a supporting document with a timetable for the entire project, covering both co-design and transition phases, as your answer to 5c.

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

Use the table to tell us what the risks are for your transition phase and how you plan to manage/mitigate them.

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

- 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 costs;
- 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, difficulties in establishing land ownership;
- partnerships – difficulty in engaging key project partners or convincing them to contribute to the work.

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

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

Fill in the boxes to tell us when the transition phase of your project will start and finish.

You will not be able to start the transition phase of your project until your mid-point review and work plan has been approved by us.

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

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

- Dates when partnership funding offers expire or by which secured funds must be spent;
- Key Cabinet or Board dates, or local political events.

Section six:

After the project ends

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

Please ignore this question.

At the mid-point review we will want to talk to you about how you will deliver the transformational plans for your parks and urban green spaces service.

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

Use the table to tell us what the key risks are for the post-completion period, and how you plan to manage/mitigate them.

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

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

Tell us your proposed approach to evaluating your individual project, who will have overall responsibility for this task, and how you will share the evaluation and lessons learnt with the rest of the Future Parks Accelerator cohort.

Remember that HLF and NT will have an evaluation expert on-hand to help you plan your work. They will also be drawing together an overall evaluation of all projects at the end of the initiative.

Section seven: Project costs

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

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

Your total project costs must match your project income.

We ask that you identify all your costs and income in the following questions 7a to 7c – i.e. only using the ‘development phase’ section of the form. However, we also ask that you divide these between the co-design phase and the transition phase within your supporting cost breakdown spreadsheet.

- We expect your co-design phase costs to be detailed.
- Your transition phase costs should be based on your best estimates but we appreciate these may change.
- We will expect you to provide detailed costs for your transition phase as part of your mid-point review, but you should note that we will not be able to increase your grant should costs increase at that point.
- Your transition phase costs may change as a result of detailed planning and survey work completed during your co-design phase.

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

Columns

Rather than use the table in the application form, please provide a supplementary spreadsheet showing how the costs are split between the co-design and transition phases.

The column and row headings of the application form table provide a useful template.

Please therefore create your own spreadsheet using the following headings:

1. Cost heading

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

2. Description

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

3. Cost

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

4. VAT (Value Added Tax)

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

5. Total

Please include a final column showing the total for each line, including VAT.

7a. Development phase costs

Please include here all costs for your project, i.e. costs for both the co-design and transition phases.

Professional fees

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

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

New staff costs

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

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

- if you have a suitably qualified member of staff on your payroll that you are moving into the post created by your HLF scheme. You will need to provide a job description for this post.
- if you have a suitably qualified member of staff on your payroll whose hours you are extending so that they can work on the scheme. In this case we will fund the cost of their additional hours spent on the scheme and you will need to tell us about the role they will undertake.
- if you are a voluntary organisation and are including a proportion of a staff member's time in your Full Cost Recovery calculation.

If you are moving an existing member of staff into a post created by the scheme, then we can either pay for the cost of this member of staff, or for the cost of backfilling their post.

All salaries should be based on sector guidelines or similar posts elsewhere.

Recruitment

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

Training for staff

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

Paid training placements

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

Training for volunteers

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

Travel for staff

This may include the cost of travelling to a site or venue. Travel costs by car should be based on 45p a mile. This should include estimated costs to share learning and knowledge with the UK-wide cohort (assume six meetings per year in London or Birmingham).

Travel and expenses for volunteers

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

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

Equipment and materials

Examples may include art materials or leaflets and publications.

Publicity and promotion

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

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

Evaluation

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

We can also fund surveys, membership and/or other visitor monitoring tools. Our experience shows that to produce a high quality and useful evaluation you should budget up to 7% of your total project costs for evaluation.

Other

Include all other costs you know about at this stage.

Full Cost Recovery

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

Contingency

Make sure that you only include your required contingency here, and not distributed across the other cost headings in the application.

The calculation of your required contingency should reflect:

- the degree of certainty with which you have arrived at your project's cost estimates;
- the stage of work (co-design or transition);
- the project timetable and any

restrictions such as immovable deadlines associated with it;

- the risks associated with the type of project you are carrying out.

The level of appropriate contingency to include can be calculated:

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

or

- as different contingency percentages applied to each major cost element of your project, reflecting the differing risks and progress made so far in planning these aspects of your project.

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

Non-cash contributions

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

Volunteer time

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

- professional labour (e.g. accountancy or legal advice) – £350 a day
- skilled labour (e.g. administrative work) – £150 a day
- Unskilled labour (e.g. stewarding at an event) – £50 a day

7b. Development phase income.

Please include here all income for your project, i.e. for both the co-design and transition phases.

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

Cash

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

Non-cash contributions and volunteer time

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

7c. Development phase financial summary.

The form will generate a summary of your total project costs and income.

7d. Delivery capital costs.

Please ignore this question and select 'n/a' from the drop down list.

All your cost and income information should be included in the answers to questions 7a to 7c.

Future Parks Accelerator is not intended to fund capital costs relating to repairs, improvements or other capital works.

7e. Delivery phase activity costs.

Please ignore this question and select 'n/a' from the drop down list.

7f. Delivery phase – other costs.

Please ignore this question and select 'n/a' from the drop down list.

7g. Delivery phase income.

Please ignore this question and select 'n/a' from the drop down list.

7h. Delivery phase financial summary

Please ignore this question and select 'n/a' from the drop down list.

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

If you need to raise funds, tell us how you will do this.

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.

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

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

Section eight: Additional information and declaration

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

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

Section nine: Supporting documents

Please supply the following documents to support your application. These should be uploaded to the portal.

1. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed. This can be submitted up to four weeks after 18 January 2019.
2. Spreadsheet detailing the cost breakdown in **Section seven: Project costs**. This must be broken down between the co-design and the transition phases.
3. Calculation of full cost recovery (if applicable).
4. Outline briefs for any work to be commissioned from consultants, simply outlining the scope of work to be undertaken.
5. Draft job descriptions for new posts to be filled, if applicable/available.
6. A selection of five digital images that help illustrate the type of sites included in your project.
7. A map or plan showing the overall project area and boundary, ideally on an aerial photo or equivalent.
8. A project timetable.
9. The project management structure.
10. Confirmation of executive/cabinet level support for your project.
11. A video recording, lasting no more than three minutes, of a senior leader or executive endorsing your project proposal. This can be recorded on any mobile device and may be shown at the Board's decision-making meeting.

Appendix

Digital outputs

We have specific requirements, which are set out in our Standard terms of grant, for 'digital outputs' produced as part of any project.

We are using the term 'digital output' to cover anything you create in your project in a digital format, e.g. this could be digital images, datasets, a website with specific parks/green space material, an app or a film made using digital technology.

The requirements do not apply to digital outputs that have no parks or green spaces content or do not engage people with parks and green spaces, e.g. a website that contains only information about your organization or events listings.

All digital outputs must be:

- 'usable' (the output functions as intended and is kept up-to-date) for five years from the Project Completion;
- 'available' for as long as your terms of grant last;
- free of charge for non-commercial uses for as long as your terms of grant last;
- licensed for use by others under the Creative Commons licence 'Attribution: Non-commercial' (CC BY-NC) for as long as your terms of grant last, unless we have agreed otherwise.

If you are creating digital outputs, you must provide a management and maintenance plan upon completion of your project.

We expect:

- websites to meet at least W3C Single A accessibility standard;
- you to use open source technologies where possible;
- you to contribute digital outputs to appropriate local record centres or archives.

Further guidance for digital projects can be found on HLF's website.

Glossary

Capital work: No capital work can be funded as part of Future Parks Accelerator. Capital work includes any physical improvement work such as conservation, building work, landscaping or buying items or property. This also includes fees associated with designing, commissioning or specifying new improvement works.

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

Non-cash contributions: Non-cash contributions can be included in your partnership funding. These are items or services that you receive without charge, for example a donation of materials from a local firm or the use of a room. We only accept non-cash contributions if they are costs we could pay for with cash.

Outcome: An outcome is what your project will achieve and the change – for heritage, people or communities – that will be brought about by our investment. For more information on outcomes, read about **the difference we want to make** in [Part one: Introduction](#).

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

Project completion: This is the date that we make our final payment and are satisfied that the approved purposes of the grant have been met.

Mid-point review: This is when you provide us with a report on your co-design phase and detailed information about your plans for the transition phase.

Direct project costs: This refers to all the costs that you incur directly as a result of your project.

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

Lead applicant: If you are applying as a partnership, you will need to nominate a lead applicant who will submit the application on behalf of other organisations in the partnership. If the application is successful, the lead applicant will be bound into the terms of grant and will receive the grant payments.

Volunteer time: Volunteer time can be included in your partnership funding. This is the time that volunteers give to leading, managing and delivering your project. You should not include costs for the time of people who will take part in your activities.

Co-design: This is the first phase of the two-phase FPA project. This phase involves working with us to create an ambitious vision for the parks and green spaces in your place. The co-design phase runs until you are ready to submit your mid-point review, in order to seek permission to proceed.

Transition: This is the second phase, after co-design, in which you prepare to implement your vision.

Transformation: This is the phase, after transition, in which you may transform your organisational structure by, for example, creating a new governance model. This phase of work is not funded by FPA.

