

## Receiving your grant: £250,000 to £10million

### Introduction

After you have been awarded your Grant, it is important to understand the next steps you must take. The funding you will receive is public money from National Lottery players, and it must be managed in an accountable way.

### Documents you must read

- this Receiving a Grant guidance
- your completed Application
- the Application Guidance
- Heritage Enterprise guidance (if applicable)
- relevant Other Guidance in the Funding and Good practice sections of our website
- the Grant Contract (including our definitions)

### Your Grant Contract is made up of

- your Grant Notification Letter
- our Standard Terms of Grant
- any Additional Grant Conditions
- your signed Permission to Start document

### Project timeline

Your Project will usually go through two phases: a Development Phase of up to two years, enabling you to work on your Project proposal, and a Delivery Phase of up to five years.

### Development Phase steps

- attend Development Phase start up meeting
- submit your Permission to Start documents within six months of award
- complete the 'Give us more information about your project' task
- complete Development Phase Review
- submit Delivery Phase Application
- submit Completion Report and Evaluation within three months of completing the Development Phase of your Project

### Delivery Phase steps

- attend Delivery Phase start up meeting
- submit your Permission to Start documents within six months of award
- complete the 'Give us more information about your project' task
- deliver your Project as agreed
- submit Completion Report and Evaluation within three months of completing the Delivery Phase of your project

- comply with your Grant Contract for the term as set out in your Grant Notification Letter
- If your Application was fast tracked, we will agree an appropriate timeline with you.

### **After your Grant has been awarded**

We will contact you to arrange a start-up meeting. At this meeting you may be introduced to a consultant from our Register of Support Services (RoSS), who will support you in developing or delivering aspects of your Project or help review risks. A RoSS consultant may provide advice on general project management, or on specific areas such as construction management, business planning, natural environment, public engagement and digital assets. If we feel this support may be beneficial to your Project, we will draw up a brief for the consultant, decide the length of the commission and formally commission the consultant. The consultant is appointed and paid for by us and will report to us throughout the duration of your Project. RoSS consultants cannot approve project changes.

### **Purpose of the start-up meeting**

- clarify Development Phase Work
- agree Development Phase project management, procurement and programme
- set out reporting, monitoring and evaluation requirements
- discuss legal points (ownership, licences, subsidy control)
- make sure funding is in place for this phase
- discuss organisational resilience
- explain the additional information we need to gather data on the impact of our funding
- agree reporting structure and likely timing of the Development Phase Review

### **Permission to Start**

You must not start any work until you have written permission. We usually expect the requested documents within three months of your Grant Notification Letter. If substantial delays exceed six months, the grant offer may be withdrawn.

### **Information required to grant Permission to Start**

- proof of freehold or leasehold ownership (capital projects; where changes since Application)
- details of statutory permissions/licences required and obtained, if applicable
- evidence of secured cash contributions as outlined in your Application
- cost breakdown and cashflow for the Development or Delivery Phase
- outline of project management structure and methods for selecting consultants/contractors/suppliers
- project timetable/work programme for the relevant phase
- procurement approach for works/services in the phase
- any other relevant details
- any subsidy control advice received

- details of two legal signatories who will accept Standard Terms of Grant and any Additional Conditions
- If the Grant is £5m or above, a bespoke contract replaces the Grant Notification Letter.

#### After Permission to Start is approved

- We will confirm permission via email.
- You must complete the 'Give us more project information' task on your online account.
- If you start work before permission, it is at your own risk and we will not cover those costs.

#### Give us more project information

Once Permission to Start is reviewed, you must provide additional information in your account. This includes questions about jobs and training, volunteers and visitors, environmental impact, and how you will acknowledge and promote your grant. These answers do not affect your grant award; they inform portfolio impact data. This task must be completed before any payments can be released.

#### How we will pay your Grant

##### Development grants up to £250,000

- 50% paid in advance after bank details verified
- Next 30% on request after spending the first 50% (with evidence)
- Final 20% in arrears when all costs are spent (with evidence)
- Provide Completion Report, Evaluation Report and evidence of acknowledgement as per your Grant Contract
- For acquisitions, the full amount needed for purchase is paid as a single payment
- Submit Completion and Evaluation within three months of completion and by your Grant Expiry Date
- NLHF may request additional progress updates reflecting project risk

##### Development grants over £250,000 and all delivery grants

- Payments made in arrears
- Final 10% retained until completion, compliance and receipt of Evaluation and acknowledgement evidence
- Completion Report must be submitted within three months of completion and by the Grant Expiry Date to release retention
- Grant paid as a percentage of eligible costs (per your Grant Notification Letter); e.g., 85% of evidenced £50,000 = £42,500
- For acquisitions, full purchase amount is paid as a single payment
- NLHF aims to release payment within 10 working days after a valid request and supporting documents are received

#### Development phase review

- Confirm development aligns with Approved Purposes in the Grant Notification Letter

- Update costs and fundraising
- Confirm compliance with grant requirements (e.g., ownership progress)
- Discuss risk management
- Confirm compliance with Subsidy Control Act 2022 (provide any independent advice obtained)
- Provide a Project update ahead of the review as set out in Project updates

### Applying for a delivery grant

- You may prepare your delivery application after a successful Development Phase Review
- Applications are competitive at both phases; a development grant award does not guarantee a delivery grant
- There are quarterly deadlines for delivery applications
- If awarded, you will have up to five years to complete, unless a longer duration is agreed

### Legal charge (Delivery Phase only)

- Non-public bodies: for grants over £250,000 with capital works or acquisition, NLHF will take a charge over the grant-funded property (usually first ranking; second or equal ranking if existing charges)
- Public bodies (e.g., local authorities, universities): a Land Registry restriction will be required to ensure NLHF consent for future transactions (e.g., granting a lease)

### Completing your Project

- Submit a Completion Report within three months of completion and by the Grant Expiry Date
- Provide data on jobs/apprenticeships/training, volunteers and hours, and beneficiaries/visitors
- Keep good records throughout to support reporting
- Grant Expiry Dates for Development and Delivery phases will be set in your Grant Notification Letter
- Extensions may be requested but are not guaranteed; maximum durations are 2 years (Development) and 5 years (Delivery)
- Project Completion Date is confirmed once all documentation is received

### Definition of complete (evidence required)

- Approved Purposes achieved
- Grant acknowledgement completed
- Evaluation and Completion Report submitted
- High-resolution photographs supplied
- Practical Completion Certificate for capital works (if applicable)
- List any Digital Outputs and provide URLs (if applicable)
- File conservation plan with relevant public library/archive/database and share details with Investment Manager (if applicable)

### Grant Contract duration (after completion)

- Activity-based projects (no digital outputs or capital works): contract ends on Project Completion Date
- Digital Outputs: contract applies from Permission to Start until 10 years after completion (grants £250k–£5m) or 20 years (£5m–£10m)
- Capital-based projects: contract applies until 20 years after completion (10 years for Heritage Enterprise grants)
- Acquisitions (heritage item, land or building): terms apply indefinitely; NLHF consent is required for disposal and NLHF may reclaim funds or share proceeds proportionally

### Final payment and underspend

- No further payment requests can be made after the final request for that phase
- Agree final accounts with contractors/suppliers before submitting final payment request
- Return any unspent grant if the project completes under budget
- Development Phase funds cannot be used in the Delivery Phase
- NLHF may contact you periodically after completion (e.g., customer surveys)

### Working with us

Keep in touch; invite NLHF to key events where possible. Notify us promptly of problems or significant issues (organisational issues, cost changes, serious delays, failure to achieve Approved Purposes or investment principles, failure to maintain Approved Usage). Respond promptly to information requests and discuss substantial changes with us. NLHF will inform you of policy changes that may impact funding.

### Changing Approved Purposes/Approved Usage

- You must obtain prior written agreement to change Approved Purposes/Usage
- Submit written reasons and explain impacts on quality, cost, timetable, viability, public access, and future management/maintenance
- NLHF may reassess and impose additional conditions (e.g., deed of variation/transfer). All agreed changes must be in writing and reported in Project updates/Completion Report
- Minor budget moves between approved cost headings are allowed to achieve Approved Purposes; evidence how changes supported delivery
- Contact NLHF in advance for substantial budget changes or major contingency use
- Grant increases may be considered only in exceptional circumstances; further information will be required
- Changes agreed by NLHF will be confirmed by email; acceptance required within five working days

### Project updates

- Frequency and number agreed at start-up based on project risk
- Updates monitor delivery against Application plan and Approved Purposes

- Include: photos (mandatory), record of activities/events (mandatory), job descriptions/recruitment (if applicable), procurement reports (if applicable), milestone progress, issues requiring support

#### **Additional evidence before Development Phase Review (where appropriate)**

- Activity plan/area action plan
- Cost plan to RIBA Stage 2 equivalent
- Drawings/plans at RIBA Stage 2 equivalent
- Business plan
- Conservation plan
- Evidence of delivery phase partnership funding
- Property ownership position
- Delivery phase timetable
- Updated risk register
- Independent subsidy control advice

#### **How to submit a Project update**

- Sign into the online service and open your Project
- Choose 'Give a project update' and answer questions; upload required evidence
- Submit the update

#### **Providing evidence of expenditure**

- Invoices required for all grant spend over £500 (clear, legible, eligible, addressed to grantee)
- Invoices must include: invoice number, issue date, payment due date/terms, payment method and payee, supplier details (name, address, email, phone, company no., VAT no.), description of services, amounts (gross, VAT, net)
- Costs under £500 may be listed in a table and included as one line in the request
- Salary costs evidenced via payslips or signed letter by an authorised finance officer
- VAT that can be reclaimed is ineligible; if VAT status changes, NLHF reduces its contribution accordingly

#### **Procurement (good practice and thresholds)**

##### **If subject to Public Procurement legislation**

- You must follow the relevant legislation
- Procedures must be fair/open and comply with equality/employment law
- Professional fees should follow guidance and clear specifications
- Linked parties require prior written permission

##### **Under £10,000**

- No need to openly tender or get multiple quotes; demonstrate overall value for money

### Between £10,000 and £50,000

- Obtain at least three competitive tenders/quotes (ex VAT)
- Appointment should consider value for money, skills, experience, financial viability—not only lowest price

### Above £50,000

- Provide proof of competitive tendering (tender report and decision)
- Appointment based on value, skills, experience, financial viability—not only lowest price
- Circumstances where single/tied procurement may be acceptable (frameworks; logical contract extension with conditions; unique goods/services; failed open tender; emergency work; single tender not connected to grantee)

### Social value and Digital Outputs

- Consider social value in procurement: diverse supply chains; employability/skills; inclusion & wellbeing; environmental sustainability; safe supply chains
- Ensure contributors to Digital Outputs accept CC BY 4.0 (or approved alternative) prior to contracting

### Community grants

- If using a community grant pot, submit scheme details (application, decision, monitoring) to your Investment Manager for approval
- When claiming payments, include a signed list of recipients (amount, decision date; two panel signatories)
- You are responsible for monitoring and compliance; reporting should be proportionate to grant size
- Update NLHF via project updates and evaluate scheme effectiveness in your Completion Report

### Guidance updates

- NLHF reviews guidance regularly and may make changes; updates will be communicated via the webpage