

Heritage Lottery Fund

Grantee and Applicant Customer Care Surveys 2014



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1. Executive Summary

1.1 Applicants

- Positivity about HLF's overall handling of the application remains high, applicants giving a mean score of 7.97/10. High ratings are supported by strong recommendation scores and a high propensity to apply to the HLF for a grant in the future (both 92% likely).
- Around 4 in 5 (78%) applicants had applied for a grant elsewhere at some point in the past, and for 40% of these the experience with HLF was better, over twice as many (18%) than who stated it was worse.
- HLF funding is essential to project viability and for almost half (48%) of applicants their project would not have gone ahead at all without HLF funding. For a third, the project would not have gone ahead at all had HLF required greater partnership funding.
- Amongst single and first-round applicants, all types of contact from HLF at the pre-application stage have dropped significantly since 2013, perhaps reflecting the higher number of applications in 2014. The proportion of applicants who received a response from HLF to their pre-application has dropped from 81% to 56%; telephone calls from 78% to 63% and email correspondence from 78% to 64%.
- Of the single and first-round applicants that did speak to HLF staff, ratings are high, 92% describing them as helpful.
- Applicants were generally positive about the specific elements of their contact with HLF, although there were slight drops in ratings of how well HLF helped with 'planning other activities' and 'planning project development and management'.
- Importantly, around 1 in 5 (19%) stated that it is unlikely they would have submitted an application without HLF help, and over 4 in 5 (83%) agreed that the advice they received from HLF helped them to provide an improved application.
- Almost all first and second round applicants submitted their application online, and the majority (85%) rated the overall ease of use as good. However, there is some evidence of declining satisfaction with the online system, with less applicants rating the online system as *very good* compared to 2013 (41% vs. 46%). Suggestions for improvements included 'better guidance notes' and a combination of more user-friendly developments. As in 2013, second round applicants were less positive about the online process, 71% rating the overall ease of use as good.
- 70% of SP3 applicants and 57% of SP4 applicants recalled which guidance notes they had read and the majority were well-rated.
- The application form was understood by the majority of applicants, 4 in 5 agreeing they clearly understood the type and amount of information they were required to provide in their application. A similar proportion agreed that the information was appropriate and proportionate.

- Rejected applicants were generally positive about the experience. Consistent with previous years they provided a score of 6.86/10 for 'overall handling of the process' and 86% stated they would consider applying to HLF again. 60% agreed that HLF clearly stated why their application was unsuccessful, 55% that HLF provided useful feedback on how they could amend their project and 61% that the process was a value to their organisation.
- Looking at individual grant programmes in focus, 'First World War' received the highest rating, followed by 'Young Roots' and 'Sharing Heritage'. 'Skills for the Future' and 'Grants for Places of Worship' were lowest rated for the overall handling of the process and the helpfulness of staff in preparing the application.

1.2 Grantees

- Overall ratings of HLF service during the implementation of their project remain high amongst grantees with an average score of 8.73/10. This represents a slight drop on 2013, but is still higher than any other previous years. Your/Our Heritage campaigns gave the highest ratings (8.8/10).
- Similar to applicants, 4 in 10 grantees described the experience with HLF as 'better' than elsewhere; 16% described it as worse.
- 9 in 10 grantees contacted their Grants Officer while their project was being implemented and almost all felt that this contact was helpful. Almost 9 in 10 grantees (88%) agreed that their Grant Officer showed good knowledge and understanding of their project.
- 16% had an HLF mentor working with them, of whom the vast majority found them helpful and easy to contact. All of the 20 grantees that were appointed an external monitor, stated they were helpful.
- Consistent with 2013, around a fifth of grantees (21%), reported that their project costs increased once they had received their grant. 'Understanding the time involved' (63%) and 'unforeseen events' (40%) were the most common reasons given for project cost increases.
- 15% of grantees that encountered an increase in project cost, had some of it covered by HLF. Of the grantees whose extra costs were not covered by HLF, only 2% were unable to meet them by other means.
- Just under half of grantees (48%) report that the completion date of their project was extended or delayed, 'more time and effort' than was anticipated (45%) and 'underestimated the time/cost involved' (40%) were the most common reasons given.
- The vast majority of grantees (84%) agreed that HLF provided effective support to promote delivery to time and cost; the proportion of grantees saying they '*strongly agree*' with this measure has increased since 2013 (56% from 49%).
- Over a third of grantees (36%) spoke to other people involved in HLF-funded projects, a higher proportion than in 2013 when 29% did so. 89% found the process beneficial.

2. Introduction and Methodology

2.1 Introduction

In 2012, BDRC Continental was commissioned to carry out a bi-annual survey of HLF applicants and grantees. The work is a continuation of previous rounds of research conducted by IPSOS. In line with IPSOS's work, the survey was conducted anonymously using a telephone approach.

This report summarises the findings from research in November 2013 and June 2014, covering organisations that received a decision about their application between April 2013 and March 2014 (applicant survey) and those that completed their project during this same period (grantee survey).

2.2 Research objectives

Broadly speaking the **applicant** questionnaire seeks to explore the following areas of respondents' experience in applying for a HLF grant:

- dealings with HLF staff
- the application process (successful applicants) – methods of applying; ratings; suggested improvements
- the applications process (rejected applicants) – ratings of the application rejection process
- the development phase – HLF appointed mentors; HLF grants staff
- the assessment period
- overall ratings and propensity to recommend
- comparisons to experience with other grant providers (**NEW THIS YEAR**)

The **grantees** questionnaire seeks to look at the following elements of respondents' experience:

- relationships with grant officers
- ease of using monitoring forms
- external monitors
- mentors
- costs
- overall ratings and propensity to recommend
- comparisons to experience with other grant providers (**NEW THIS YEAR**)

2.3 Methodology

BDRC Continental conducted two waves of telephone surveys with HLF grantees and applicants in November 2013 and June 2014. Each wave involved interviews with grant applicants who have received a decision about an application and grant recipients whose funded projects were completed within the last year. The first wave of grantee and applicant interviews took place between November and December 2013; and the second in June 2014.

All interviews were conducted in BDRC Continental's in-house call centre using CATI (Computer Assisted Telephone Interviewing). Respondents were contacted a maximum of three times with a target of 70% completed interviews amongst the overall sample. In total 1748 interviews were conducted with applicants and 620 with grantees.

2.4 The data presentation

The key findings are illustrated by charts and tables throughout this report. Commentary is provided on overall results and any statistically significant differences between sub-groups are reported on.

All figures are quoted in the charts as percentages and the base size from which the percentage is derived is indicated at the foot of the charts. Strict quotas were applied to the sampling, and results are therefore 'unweighted'. The only exception is on page 12 of the report where we have weighted respondents by 2007/8 proportions of approved and rejected applicants.

Please be aware that the percentage figures for the various sub-samples or groups need to differ by a certain number of percentage points for the difference to be statistically significant. This number will depend on the size of the sub-group sample and the percentage finding. The statistical reliability of our findings is outlined in the appendix in this report.

2.5 Use of dates

There are a number of possible dates that could be used to present this data; research year, report publication year, fieldwork period or project decision/completion period. For the purposes of clarity, all dates in this report refer to the **'report publication year'**. The below table illustrates the date categories that correspond with each report publication year.

Research year	Report publication year	Fieldwork period	Project Decision/Completion period
9	2014	Autumn 2013 Spring 2014	Apr 13 – Mar14
8	2013	Autumn 2012 Spring 2013	Apr 12 – Mar13
7/6	2012	Spring 2011 Autumn 2011 Spring 2012	Jan 11 – Mar 12
5	2011	Spring 2010 Autumn 2010	Jan 10 – Dec 10
4	2010	Spring 2009 Autumn 2009	Jan 09 – Dec 09
3	2009	Spring 2008 Autumn 2008	Jan 08 – Dec 08
2	2008	Spring 2007 Autumn 2007	Jan 07– Dec 07
1	2007	Spring 2006 Autumn 2006	Jan 06 – Dec 06

2.6 Tracking results

Although representative of the overall applicants and grantees populations, the profile of both groups fluctuates over time, and this can have an impact on overall results. This is most noticeable amongst applicants who are made up of a combination of 'approved' and 'rejected' respondents. 'Rejected' applicants are generally more likely than 'approved' applicants to give 'negative' results and this can therefore have an influence on the overall findings. In this year's survey the proportion of 'approved' applicants that took part in the survey is lower than in 2012 (62% versus 66%). Therefore, we would expect to see increased negativity in the ratings of the process. Similarly, ratings that are higher than, or on a par with 2012, should be viewed in a more positive light.

Both applicants and grantees questionnaires changed substantially in 2009 and although some key measures remained the same (and trend data has been presented where possible), the sequence of the questions has changed, creating a potential order effect. These types of changes can have an impact on the way respondents frame their responses and so, strictly speaking, it is not advisable to make direct comparisons between the last four waves of research and research carried out before 2009.

2.7 Strategic Plan 4

This year's research analyses a number of new grant programmes, and programmes that fall under the latest strategic plan. Examples of new programmes include:

- First World War
- Sharing Heritage

Some questions were split between Strategic Plan 3 (SP3) and Strategic Plan 4 (SP4) applicants. These are clearly marked in the report.

3. Applicant Customer Care Survey

3.1 Applicant response breakdowns

The following tables compare the profile of the applicants who were interviewed against the profile of the total sample population. The profile of applicants interviewed generally matches the total population. The sample is divided into subgroups, based on a number of classifications which are detailed below.

Clarification on the definitions of Group 1, 2 and 3:

Group 1 – Single stage applications

Group 2 – 2 round applications that have been awarded a round 1

Group 3 – 2 round applications that have been awarded a round 2

Grant programme

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
Heritage Grants – Group 1	4	<1%	5	<1%
Heritage Grants – Group 2	198	11%	314	11%
Heritage Grants – Group 3	91	5%	133	5%
Our Heritage (formally Your Heritage)	581	33%	953	33%
Parks for People – Group 2	25	1%	32	1%
Parks for People – Group 3	10	1%	14	<1%
Landscape Partnerships – Group 2	23	1%	33	1%
Landscape Partnerships – Group 3	4	<1%	6	<1%
Young Roots	78	4%	120	4%
Townscape Heritage Initiative – Group 2	14	1%	22	1%
Townscape Heritage Initiative – Group 3	2	<1%	5	<1%
Grants for Place of Worship – Group 2	212	12%	321	11%
Grants for Place of Worship – Group 3	4	<1%	8	<1%
Heritage Enterprise	24	1%	29	1%
Skills for the Future – Group 2	68	4%	115	4%
Skills for the Future – Group 3	22	1%	38	1%
Catalyst: Endowments	18	1%	27	1%
Start Up Grants	29	2%	45	2%
Catalyst: Small Grants	27	2%	47	2%
Transition Funding	17	1%	25	1%
Catalyst: Umbrella Grants	9	1%	15	1%
First World War	105	6%	327	11%
Sharing Heritage	183	10%	284	10%
TOTAL	1748		2919	

Organisation type/1

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
Church organisation or other faith-based group	205	12%	305	10%
Community / voluntary group	693	40%	1182	40%
Charity	303	17%	514	18%
Local authority	128	7%	216	7%
Public sector body	245	14%	384	13%
Private sector	11	1%	22	1%
Other	16	9%	296	10%
TOTAL	1748		2919	

Decision maker

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
Committee	447	26%	686	24%
Delegated	1026	59%	1811	62%
Board	275	16%	422	14%
TOTAL	1748		2919	

Region

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
East Midlands	144	8%	214	7%
East of England	151	9%	249	9%
London	200	11%	359	12%
North East	102	6%	182	6%
North West	193	11%	314	11%
Northern Ireland	42	2%	109	4%
Scotland	173	10%	271	6%
South East	202	12%	330	11%
South West	168	10%	263	9%
Wales	115	7%	196	7%
West Midlands	136	8%	233	8%
Yorkshire and The Humber	122	7%	199	7%
TOTAL	1748		2919	

Grant size

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
£10,000 or less	264	15%	531	18%
£10,001 - £99,999	428	24%	631	22%
£100,000 - £1,999,999	332	19%	493	17%
£2,000,000 - £4,999,999	50	3%	75	3%
£5million or more	9	1%	15	1%
Unsuccessful	665	38%	1174	40%
TOTAL	1748		2919	

Heritage Area

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
Historic buildings and monuments	530	30%	835	29%
Industrial maritime and transport	80	5%	127	4%
Intangible heritage	391	22%	716	25%
Land and biodiversity	219	13%	324	11%
Museums, libraries, archives and collections	247	14%	398	14%
Community Heritage	281	16%	519	18%
TOTAL	1748		2919	

Decision

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
Approved	1082	62%	1744	60%
Rejected	666	38%	1175	40%
TOTAL	1748		2919	

4. Satisfaction overall

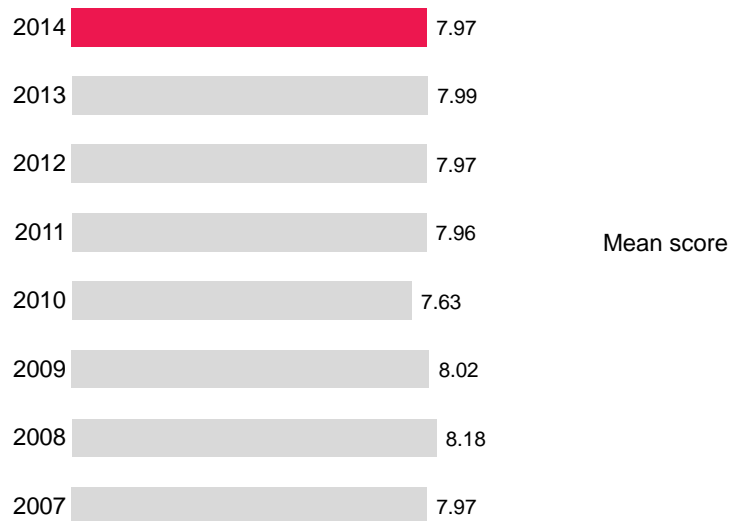
4.1 Overall handling of the application process

Towards the end of the survey, applicants were asked to rate HLF's handling of the application overall.

- Positivity about HLF's overall handling of the application remains high. On a scale of 1-10 (1 being very poor and 10 being very good), applicants gave HLF a mean score of 7.97. This remains relatively consistent with the previous 3 years, and is positive given the higher proportion of rejected applicants interviewed this year.
- Consistent with previous years, we have weighted this year's data to the proportion of approved and rejected applicants interviewed in 2007/8. This allows us to provide a sense-check to ensure that any increases and decreases in ratings are an accurate reflection of the application process, and *not* driven by the make-up of the sample. The overall 'weighted' mean score is 8.43, compared to a weighted score of 8.48 in 2013.

Overall handling of the application process: mean scores

Taking everything into consideration, on a scale of 1-10 where 1 is 'very poor' and 10 is 'very good', how would you rate the HLF's handling of your application?



Base: All applicants: 2007 (643), 2008 (631), 2009 (601), 2010 (544), 2011 (450), 2012 (675), 2013 (1308), 2014 (1748)



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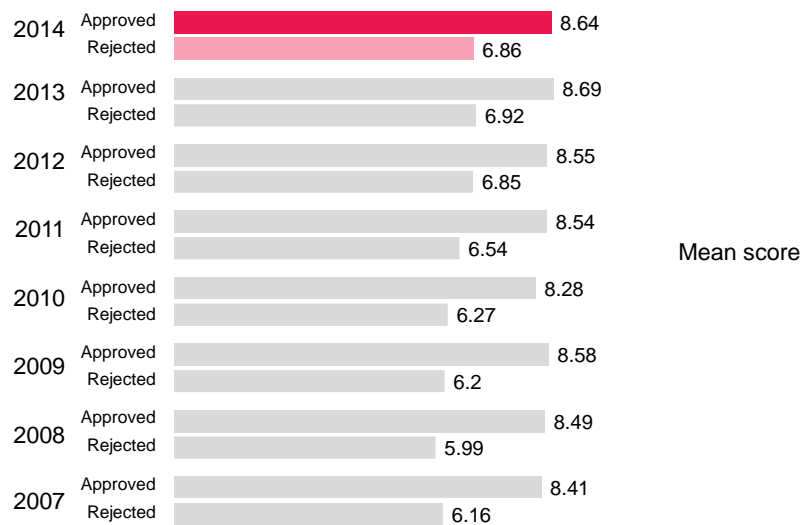
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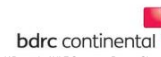
- As stated above, 'approved' applicants tend to provide higher ratings than 'rejected' applicants. The chart below underlines this difference; 'approved' applicants in 2013 providing a mean rating of 8.64 for the overall handling of the application process compared to 6.86 amongst 'rejected' applicants.
- This represents a slight drop in ratings amongst both types of applicant, but remains higher than in any years prior to 2013.

Overall handling of the application process: mean scores approved applicants

Taking everything into consideration, on a scale of 1-10 where 1 is 'very poor' and 10 is 'very good', how would you rate the HLF's handling of your application?



Base: All applicants: 2007 (643), 2008 (631), 2009 (601), 2010 (544), 2011 (450), 2012 (675), 2013 (1308), 2014 (1748)



3

4.2 Recommendation

- Good opinions of the overall handling of the application process translate into strong advocacy of the HLF, 92% stating they would be very/fairly likely to recommend the HLF to another organisation. This compares to 93% in 2013.
- Almost all successful applicants (98%) and the majority of unsuccessful applicants (81%) stated they would be likely to recommend the HLF to another organisation.
- 4% of applicants (1% of accepted; 10% of rejected) stated that they would be unlikely to recommend HLF to another organisation.

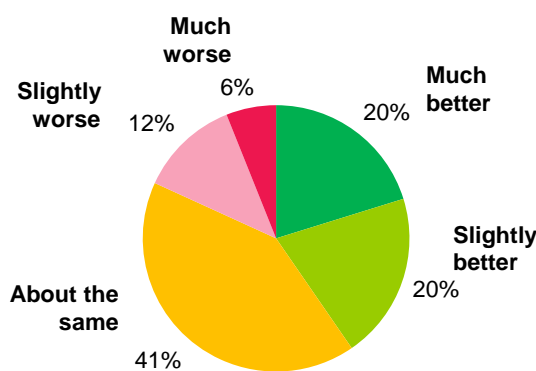
4.3 Other grant providers

For the first time, in this year's survey we asked applicants if they had applied for a grant with another organisation at any point in the past, and if so, how this compares to the experience with HLF

- 78% of applicants had applied for a grant elsewhere at some point in the past.
- For 2 in 5 of these (40%), the experience with HLF was better than with other organisations, more than twice as many (18%) who stated it was worse. 41% felt that the experience was about the same.

Applying for grants elsewhere

How much better or worse was the experience of applying for a HLF grant than with other organisations you have applied for grants with?



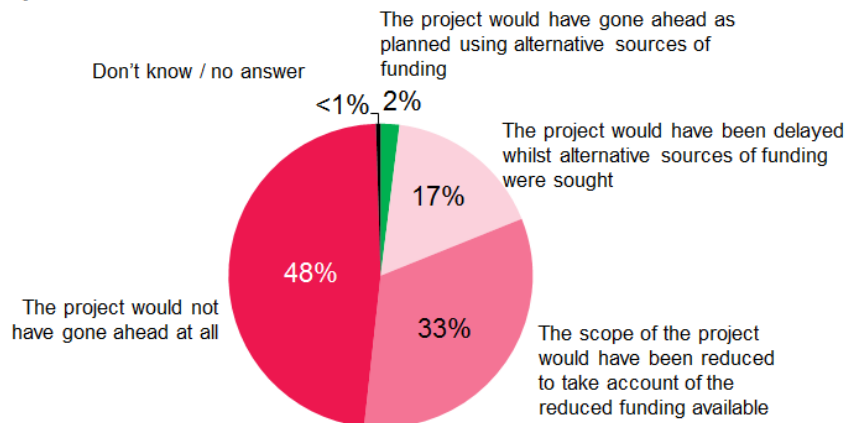
Base: All applicants who have applied for a grant with another organisation (1362)

4.4 Importance of HLF funding

- HLF funding remains essential to project viability and for the vast majority of applicants, the project would not have gone ahead as planned had HLF funding not been available. For:
 - 48% the project would not have gone ahead at all
 - 33% the scope of the project would have been reduced
 - 17% the project would have been delayed whilst alternative sources of funding were sought.
- The proportion stating 'the project would not have gone ahead at all' has dropped since 2013, (48% compared to 54%). This is driven by First World War and Sharing Heritage projects for whom perhaps the subject matter (First World War) and project size (Sharing Heritage) made the execution more likely.

Need for HLF funding - no funding

If no HLF funding had been available, which one of the following statements do you think would best apply to your project?



Base: All single and second round decision applicants whose applications were approved (794)

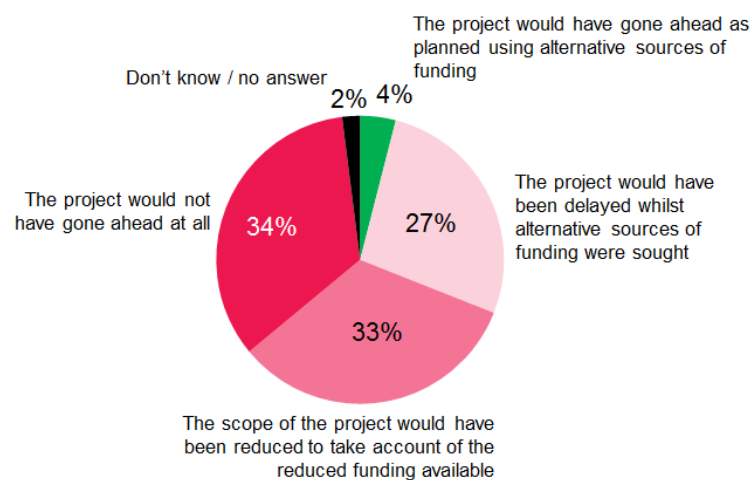


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- Two thirds (66%) of single and second round applicants stated that their project would have been hindered to some extent had HLF required greater partnership funding
- As in 2013, the proportion stating the project would not have gone ahead at all is at around a third (34%), maintaining the rise on the 20% reported in 2012.

Need for HLF funding - greater partnership funding

And if HLF had required greater partnership funding, which one of the following statements do you think would best apply to your project?



Base: All single and second round decision applicants whose applications were approved (794)



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4.5 Further HLF grant applications

- The HLF grant application process leaves a positive legacy beyond advocacy, 92% of applicants stating they would consider applying again to the HLF for a grant.
- 86% of 'rejected' applicants stated they would consider applying again, suggesting that the majority were not put off by having their application declined.

5. The pre-application process

5.1 Researching the HLF

Single and first-round decision applicants were asked a series of questions about the pre-application process.

- Over 2 in 5 of all applicants (45%) first learned about the HLF through the work their organisation carries out. This is a significant rise on the 41% reported in 2014.
- As in 2013, around a fifth of applicants (19%) found out about HLF through word of mouth, highlighting the positive impact of applicants' strong recommendation levels.
- Around 1 in 10 applicants (8%) first learned about HLF through the HLF website, the same proportion as in 2013.

How did you first learn about the HLF?



Base: All single-round and first-round applicants (1615)

- Beyond first learning about the HLF, the HLF website is an important source of information for HLF grant schemes, 81% of applicants having consulted the website for this reason. This represents a fall on the 2013 figure, where 88% reported having found information for HLF grant schemes on the website. First World War applicants are least likely to have found information on the website (70%).

5.2 Contact with HLF at the pre-application stage

- There has been a significant drop in the proportion of applicants who had contact with HLF staff before making their application.
- 64% received a response to their pre-application from HLF, a 15 percentage point decline on 2013.
- Email correspondence with HLF staff at the pre-application stage has also declined since 2013 (64% from 78%), as has telephone contact (63% from 78%) and formal meetings/grant surgery (40% from 50%).
- Is the decline in contact a result of increased applications in 2014? Correspondence is lowest amongst 'sharing heritage' and 'first world war' projects.

Did you have contact with the HLF in any of the following ways before making your application?



Base: All single-round and first-round applicants (1615)

5.3 Pre-application contact with HLF staff

BDRC Continental’s work for other heritage grant providers demonstrates the importance of staff in providing a positive application experience. Often, a process may be difficult to complete but the strong support of staff generally leads to positive ratings and strong advocacy.

- Importantly, of those who *did* speak to HLF staff during the pre-application period, 92% rated them very/fairly helpful; 70% describing them as ‘very helpful’. This is a similar proportion to previous years.
- 97% of accepted applicants and 85% of rejected applicants rated staff as helpful.

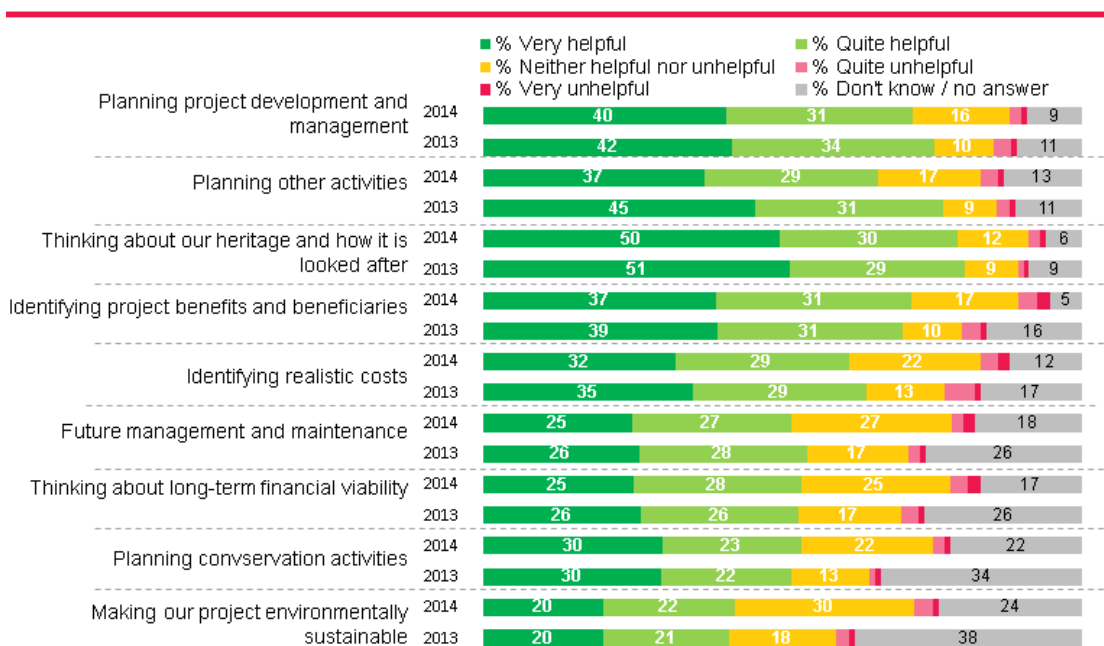
5.4 Ratings of specific elements of the application process

Applicants were asked to rate specific elements of the application process. The chart below illustrates their responses to each of them. A number of elements have a high proportion of ‘don’t know’ responses which can either mean low awareness of this element or that the measure is not relevant to their project.

- As in 2013, applicants were generally positive about each of the specific elements of contact with HLF.
- Perhaps reflecting the reduced range of ways in which contact had been made with HLF staff, there were some drops in ratings compared to last year:
 - 71% found HLF contact helpful for ‘planning project development and management’ compared to 76% in 2013.
 - 66% found HLF helpful for ‘planning other activities’ compared to 76% in 2013

Does the drop in applicants finding HLF helpful in planning reflect reduced resource on a per project level?

Rating help on specific aspects of the application



Base: All single-round and first-round applicants who had contact with HLF staff (1406)
 Percentages of less than 4% not shown on the chart for clarity

5.5 The importance of HLF help

Applicants were also asked how likely it was that they would have submitted an application without the contact of HLF staff.

- Just under 1 in 5 applicants (19%) stated that it is unlikely that they would have submitted an application for funding without HLF help, a slight drop on 2013 (22%). Despite the drop in applicants using the available avenues of contact, staff correspondence is still an important part of the process for a significant minority.
- Although 4 in 5 applicants (78%) would have likely submitted an application without HLF help, this is not a reflection of how important HLF advice was in the process. 83% of applicants stated that the advice they received from HLF helped them to produce an improved application, 93% amongst approved applicants and 69% amongst rejected applicants. Although lower ratings are expected amongst rejected applicants, does this finding suggest that more could have been done with these applicants at the application stage?

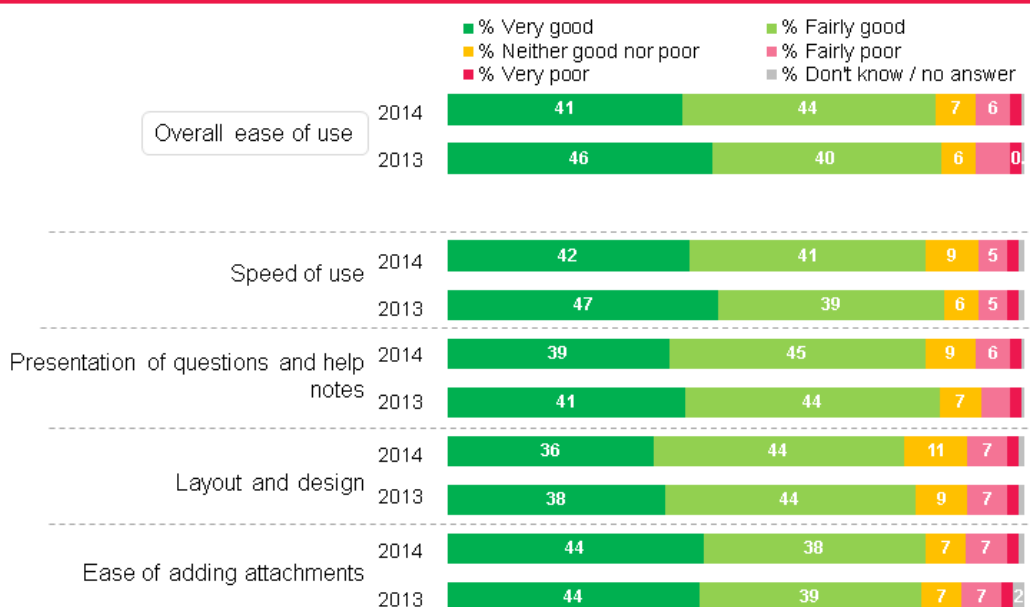
6. The application process

6.1 Online applications

Almost all applicants (97%) now submit their application online with only a small proportion submitting hard copies.

- The vast majority of applicants (85%) who submitted an application online rate the process' overall ease of use as 'very/fairly good'. Overall findings are comparable to 2013 (86%) and 2012 (87%).
- There is however some evidence of declining satisfaction with the online application system. Each of the *very/fairly good* ratings have declined to some level, although the drops range from no more than 1% to 3%. When we look only at *very good* ratings, we can see a wider range of drops in satisfaction scores compared to 2013. 'Overall ease of use' was rated *very good* by 41% in 2014 compared to 46% in 2013. Similarly, 'speed of use' was rated *very good* by 42% compared to 47% in 2013.

Rating the online application system



Base: All single-round and first-round applicants who submitted an online application (1569)
 Percentages of less than 4% not shown on the chart for clarity

6.2 Improving the online process

Applicants who use the online application system are invited to suggest ways that it could be improved in future.

- Around 2 in 5 (43%) of those asked stated that they cannot think of any improvements to be made. In line with the decline in satisfaction outlined above, this is slightly lower than in 2013.
- ‘Better online guidance notes’ were most likely to be cited as a priority for improving the online application, 9% citing this; a 3 percentage point increase on 2013. Better usability and a more user-friendly/user-relevant process were also common requests. The range of suggested improvements suggests that the online processes could be a focus moving forwards.

What, if anything, would have improved the online application for you?	%
Better online guidance notes	9%
Better/easier to read	8%
Make it easier to send attachments / improve facility for attachments	6%
Making it shorter/faster	5%
Improve the finance / budget section / make it shorter / have better categories	4%
Saving the application before submitting it	3%
Other criticism of questions e.g. repetitive / not relevant to us	3%
Mention of other technical problems e.g. Website crashing, timing out	3%
Make it easier to use / more user friendly	3%
Have better design / better layout	2%
Better formatting / allow me to format the text	2%
More space to write answers / make the boxes bigger	2%
Make it clearer / do not always understand what questions want	2%
Allow me to edit answers/copy and paste text etc.	2%
Ability to contact an adviser - e.g. Online chat facility / by telephone	1%
Make online application compatible with Word/ Excel/Mac etc.	1%
Warning on character restriction / Indicate word limit for each question	1%
To be able to see more of what I enter / can only read 1-2 lines of text at a time	1%
Would prefer to fill it in offline e.g. As a Word document / on paper	1%
General mention - more flexibility	1%
Include other features/ tools e.g. Word-count, spell check	1%
Allow me to make changes to answers / cannot change anything once it is entered	<1%
Make it easier to print copies	<1%
Allow more than one person to work on an application	<1%
Other	10%
Can't think if anything/ nothing would have improved it	43%

Base: All single and first round applicants who submitted an online application (1569)

6.3 The paper application form

Only 40 applicants submitted a hard copy of their application, but those who did provided positive feedback.

- 29 of these applicants rated the layout and design as 'very good' or 'good' (just 4 described it as poor).
- 30 applicants rated the overall ease of understanding as good (only 7 rated it as poor).

6.4 The HLF website

- The majority of single and first round applicants are happy with the ease of navigation on the HLF website - 86% say they found it easy to find the information they needed to make their application, the same proportion as in 2013.
- 7% said they found it difficult.

6.5 Guidance notes

- In line with previous years, the vast majority of applicants (94%) recall consulting HLF guidance notes when preparing their applications.

6.6 Guidance notes read – SP3

SP3 and SP4 applicants were provided with different guidance notes options and this was reflected in our questionnaire design and the breakdown of guidance notes used and rated below.

- 7 in 10 SP3 applicants (70%) recall the exact notes they consulted. This represents a rise on 2013 (60%) and 2012 (40%) and is a positive finding given the reduction in those who had contact with HLF staff during the application process.
- The most commonly used guidance note for SP3 applicants was 'evaluating your HLF project' which was read by over a third of applicants (35%). This is a significant rise on the 9% who reported reading this specific note in 2014. A breakdown of the guidance notes that were used is provided overleaf.

Guidance notes	All applicants who can recall using guidance notes %
Evaluating your HLF project	35%
The help notes for filling in the application form	25%
The introduction note for the programme you were applying to	17%
Management and maintenance planning	14%
Conservation management planning	11%
Planning greener heritage projects	10%
Understanding full cost recovery	9%
Financial appraisal for heritage projects	7%
Thinking about volunteering	6%
Sustainable timber procurement	6%
First steps in learning	5%
Thinking about community participation	5%
First steps in evaluation	5%
First steps in participation	4%
Planning activities in heritage projects	4%
First steps in conservation	4%
Thinking about learning	4%
Thinking about audience development	4%
Thinking about training	4%
Thinking about conservation	3%
Thinking about arts and heritage	3%
Thinking about interpretation	3%
First steps in working with young people	2%
Thinking about oral history	1%
Thinking about archives, people and communities	1%
Thinking about buying heritage items and collections	1%
Thinking about archaeology	1%
Thinking about buying land and buildings	1%
Improving your project for disabled people	0%
Thinking about language heritage	0%
Including the Welsh language in your projects	0%
Don't know / no answer	30%

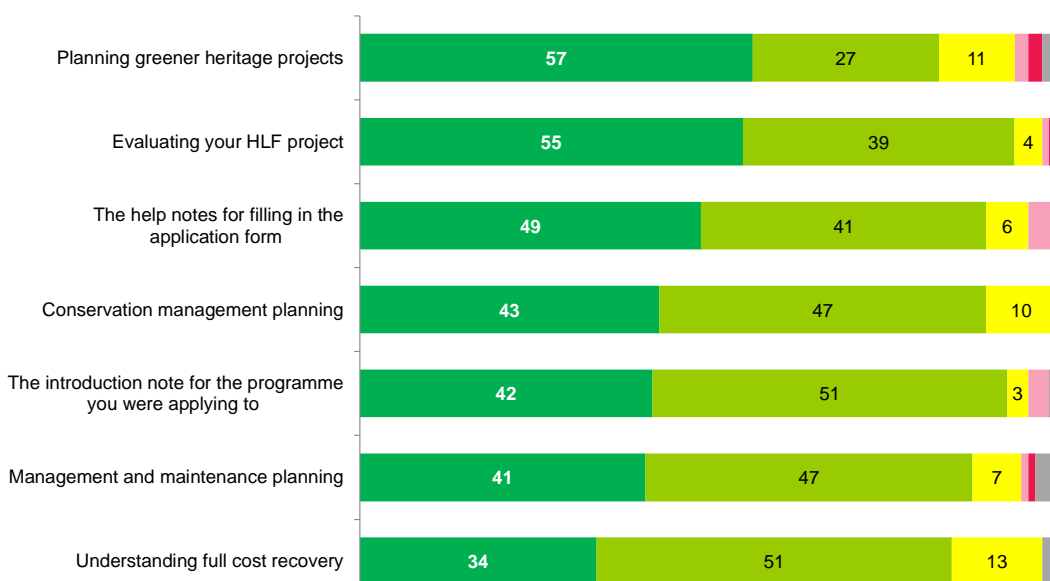
All SP3 group 1 and 2 applicants who recall looking at guidance notes (547)

This year, we have sufficient sample sizes to allow us to analyse the ratings of specific guidance notes.

- As illustrated below, the majority of guidance notes received positive ratings, but there was some variation on the level of positivity. Given the importance of guidance notes in the application process, working on improving the less well-rated guidance notes may be a way of improving overall satisfaction. Perhaps qualitative work would help HLF understand what could be improved.

Rating of guidance notes - SP3 applicants

■ Very good
 ■ Fairly good
 ■ Neither good nor poor
 ■ Fairly poor
 ■ Very poor
 ■ Don't know



Base: All group 1 & 2 applicants using the notes (various)
ONLY INCLUDES RATINGS WITH BASE SIZE OVER 40
 Percentages of less than 4% not shown on the chart for clarity



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6.7 Guidance notes read – SP4

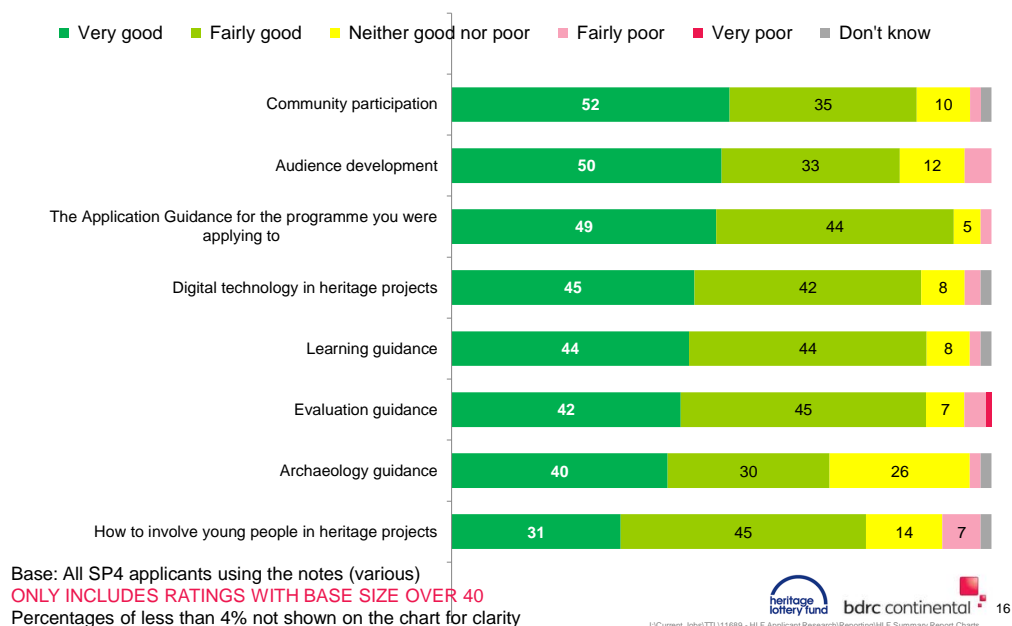
- SP4 applicants were less likely to have read guidance notes than SP3 applicants, around 3 in 5 (57%) having done so.
- Over 2 in 5 (44%) recall reading ‘the application guidance for the programme you were applying to,’ followed by 7% who recall reading ‘evaluation guidance’.

Guidance notes	All applicants who can recall using guidance notes %
The Application Guidance for the programme you were applying to	44%
Evaluation guidance	7%
Community participation	6%
Learning guidance	5%
Archaeology guidance	4%
Audience development	4%
Digital technology in heritage projects	4%
How to involve young people in heritage projects	4%
Interpretation guidance	4%
Activity plan guidance	4%
Business survival toolkit	3%
Making your project accessible for disabled people	3%
Volunteering	3%
Management and maintenance plan guidance	3%
Natural Heritage	2%
Oral history	2%
Training	2%
Conservation plan guidance	2%
Project business plan guidance	2%
Incorporating the Welsh language into your project	1%
Reducing environmental impacts	1%
Landscape Conservation Action Plan guidance (Landscape Partnerships only)	<1%
Don't know / no answer	43%

All SP4 group 1 and 2 applicants who recall looking at guidance notes (from June 2014) (973)

- Similar to SP3 applicants, ratings of SP4 guidance notes were generally positive, with some variation in positivity.

Rating of guidance notes – SP4 applicants

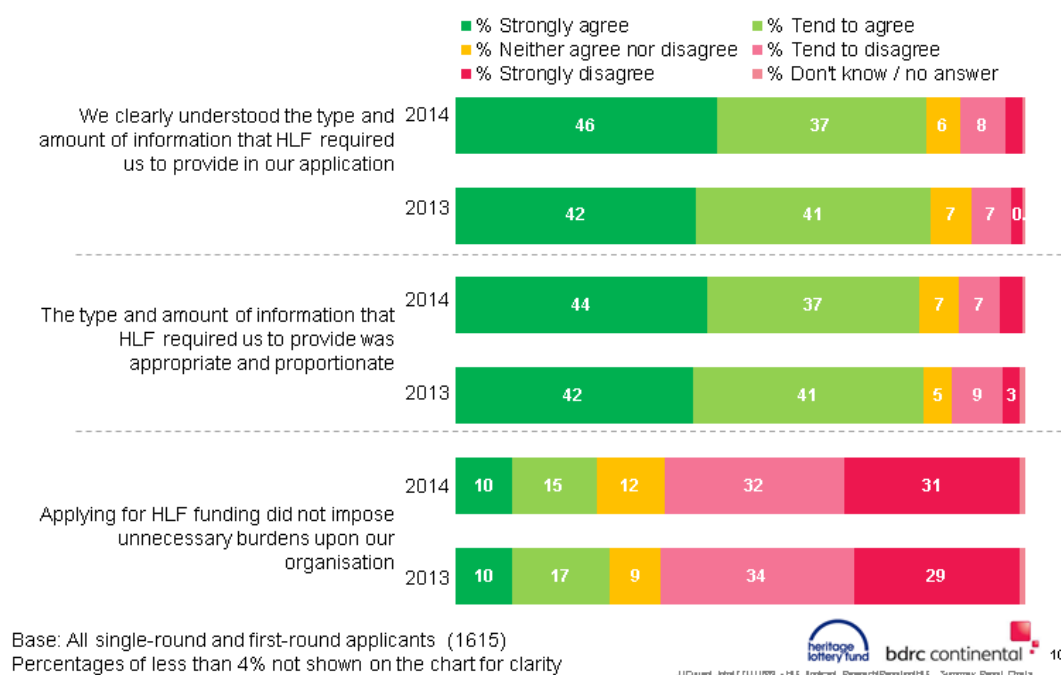


6.8 The application form

Applicants were asked to rate the type and amount of information HLF asked them to provide in their application.

- Around 4 in 5 (83%) agreed that they clearly understood the type and amount of information they were required to provide in their application, and a similar proportion (81%) that the information was ‘appropriate and proportionate’. Agreement levels are similar to 2013, although importantly, the proportion stating they ‘strongly agree’ for both metrics has increased.
- Around a third of applicants (31%) disagreed that applying for HLF funding did not impose unnecessary burdens upon their organisation. Qualitative work conducted by BDRC Continental amongst applicants for other grant distributors highlights that the application process is often perceived to be difficult/a burden. A common challenge is the strain the process puts on organisations’ internal administrative procedures, which are often not developed enough to meet the needs of the rigorous application procedure. Although the majority of organisations appreciate the necessity of these procedures, a regular complaint is that they were not made aware of the strain the application process would put on their organisations at the pre-application stage.

Rating the application form



6.9 Producing applications

- For the majority of applicants (88%), more than one person was involved in preparing the application. Similar to previous years, around two-thirds of applications (65%) involved 3 or more applicants.
- 36% of applicants sought help from an outside organisation to prepare their application

7. Assessment

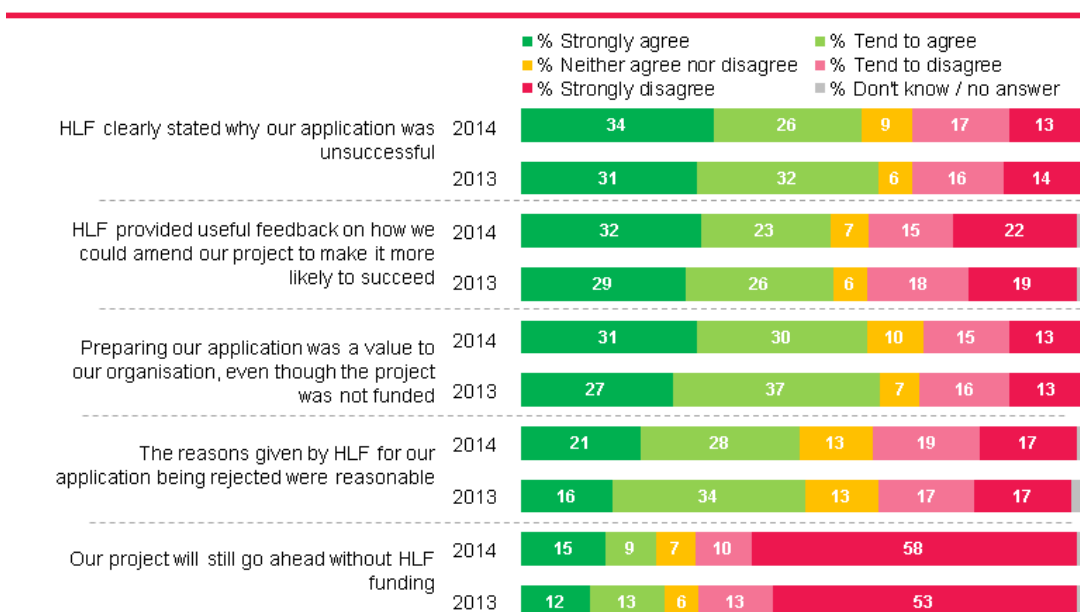
7.1 Contact with HLF

- 56% of single and first round applicants were contacted by their Grants Officer while their application was being considered, a slight drop from 59% in 2013. This is lower amongst 'rejected' applications (51%) than 'accepted' applications (59%).

7.2 Rejected applicant feedback

- Rejected applicants report similar feedback on their application process to 2013 (see chart below). The majority were positive about the experience. However, there was a notable proportion who gave negative responses to the process.
 - 60% agreed that 'HLF clearly stated' why their application was unsuccessful (30% disagreed)
 - 55% agreed that 'HLF provided useful feedback on how we could amend our project...' (37% disagreed)
 - 61% agreed that 'preparing the application was a value to the organisation...' (28% disagreed)
- 49% of rejected applicants agreed that the reasons given for the application being rejected were reasonable; 36% disagreed. Although feedback is similar to previous years, this finding does suggest that more could be done to explain the rationale behind unsuccessful projects.
- Around 1 in 4 rejected applicants (24%) stated that their project will still go ahead without HLF finding.

Rejected applicant feedback



Base: All single-round and first-round rejected applicants (665)
Percentages of less than 4% not shown on the chart for clarity

8. Project development – second round applicants

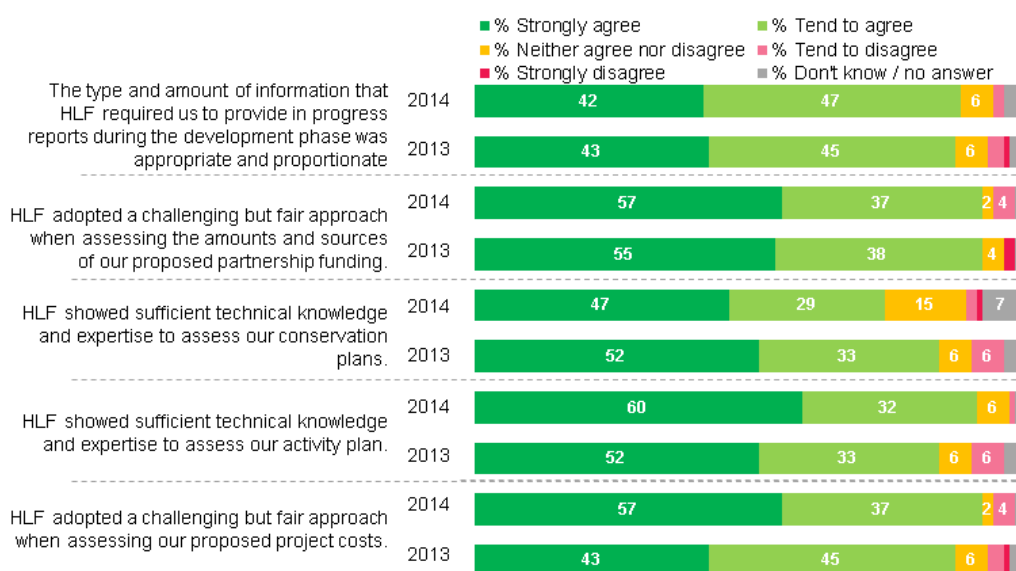
8.1 Headline findings

- The mean score for the overall handling of the process given by second round applicants was higher than single and first round applicants at 8.61/10. This is a significant improvement on the 8.16 score given in 2013.
- Almost all second round applicants (98%) stated they were likely to recommend HLF to another organisation.

8.2 HLF staff support

- Around two thirds of second round applicants (64%) had an HLF – appointed mentor for the development phase of their project.
- As in 2013, of those who did, the vast majority (93%) stated that they were helpful – 74% very helpful.
- Second round applicants were generally positive about how HLF handled the application process. There is some fluctuation in comparison to 2013, but due to the small base sizes, the majority are not significant.
- Notably, the proportion who stated they ‘strongly agree’ that HLF adopted a challenging but fair approach when assessing proposed project costs is 12 percentage points higher than in 2013.

Second round decision applicant feedback



Base: All second round decision applicants (133*)
 Percentages of less than 4% not shown on this chart for clarity

8.3 Second round applicants - process summary

- The vast majority of second round applicants (96%) submitted their application for the project online. Those who did were generally positive about the experience although as in 2013 ratings are lower than amongst first and second round applications.
 - 73% of second round applicants rated the presentation of questions and help notes as 'good' compared to 84% of second round applicants
 - 71% rated the layout and design as good compared to 80%
 - 71% rated the overall ease of use as good, a drop from 78% in 2013 and lower than the 85% of first and second round applications
- 70% of second round applicants rated 'ease of adding attachments' as good, around 1 in 5 (18%) describing it as poor. 'Making it easier to send attachments' was suggested as an improvement for 15% of second round applicants who had submitted an online form. Other suggested areas of improvement included:
 - Mention of other technical problems (9%)
 - Improve the finance/ budget section e.g. Make figures easier to enter (8%)
 - Allow me to make changes / to change format / to edit text (5%)
 - More space to write answers / make the boxes bigger (4%)
 - Have better design/ layout (3%)
 - Make it easier to use / more user-friendly (3%)
 - General mention - more flexibility (2%)
 - Better online guidance note (2%)
 - Other criticisms of questions e.g. repetitive, not relevant to us (2%)
 - Make online application compatible with Word/ Excel etc. (2%)
 - Include other features/ tools e.g. Word count, spell check (1%)
- 83% of second round applicants rated the ease with which they were able to find information on the HLF website to help their application as 'very/fairly easy.' This represents an 8 percentage point increase on the ratings of 2013 applicants.
- 90% of second round applicants recall looking at guidance notes when they were preparing their application.

- 83% of SP3 second round applicants recall the specific guidance notes they read or used. This represents an increase on 2013 (72%) and is higher than the engagement from single and first round applicants. The table below illustrates the guidance notes that were used:

Guidance notes SP3 – SECOND ROUND APPLICANTS	All applicants who can recall using guidance notes %
The introduction note for the programme you were applying to	47%
The help notes for filling in the application form	43%
Evaluating your HLF project	40%
Planning activities in heritage projects	38%
Management and maintenance planning	30%
Conservation management planning	28%
Financial appraisal for heritage projects	25%
Planning greener heritage projects	23%
Understanding full cost recovery	11%
Including the Welsh language into your project	9%
Improving your project for disabled people	9%
Sustainable timber procurement	8%

All SP3 second round applicants who recall looking at guidance notes (53)

- 74% of SP4 second round applicants recall the specific guidance notes they read or used during the application. The breakdown is illustrated below:

Guidance notes SP4 – SECOND ROUND APPLICANTS	All applicants who can recall using guidance notes %
The Application Guidance for the programme you were applying to	49%
Evaluation guidance	14%
Digital technology in heritage projects	13%
Business survival toolkit	13%
Community participation	12%
Learning guidance	12%
Management and maintenance plan guidance	12%
Audience development	10%
Interpretation guidance	10%
How to involve young people in heritage projects	9%
Making your project accessible for disabled people	7%
Activity plan guidance	7%
Archaeology guidance	7%
Incorporating the Welsh language into your project	6%
Training	6%
Conservation plan guidance	6%

All SP4 second round applicants who recall looking at guidance notes (from June 2014) (69)

- Ratings of the application writing process were generally positive:
 - 86% agreed they clearly understood the type and amount of information required
 - 87% agreed that the type of information was appropriate and proportionate
 - 28% agreed that applying for HLF funding imposed unnecessary burdens on their organisation. Encouragingly, this represents a drop on the 37% of 2013 applicants who gave this response.
- Nearly all second round applicants (92%) were contacted by a HLF grants officer and an overwhelming majority (97%) found them helpful, an increase on the 89% who found them helpful the year before.

- 71% of second round applicants used professionals from outside their organisation to help prepare their application. The majority used this help for ‘activities planning’ (73%) and a notable proportion used it for financial reasons; 53% for project cost planning and 23% for long-term financial viability.

Reasons for applicants using professionals outside their organisation to help prepare their application	All applicants who used external help %
Activities planning	73%
Project cost planning	53%
Conservation planning	52%
Future management and maintenance planning	41%
Environmental sustainability	27%
Long-term financial viability	23%
Don't know / No answer	5%

All SP4 second round applicants who recall looking at guidance notes (from June 2014) (69)

9. Grant programmes in focus

This year – and for the first time - we have interviewed sufficient sample to drill down further into grant programme types. With this in mind we have produced a summary of key outputs according to the following programme types (sample sizes/percentage rejected in brackets):

- Heritage Grants (293/38%)
- Our Heritage (581/47%)
- Young Roots (78/20%)
- Grants for places of worship (216/37%)
- Skills for the future (88/ 51%)
- First World War (105/9%)
- Sharing Heritage (183/30%)

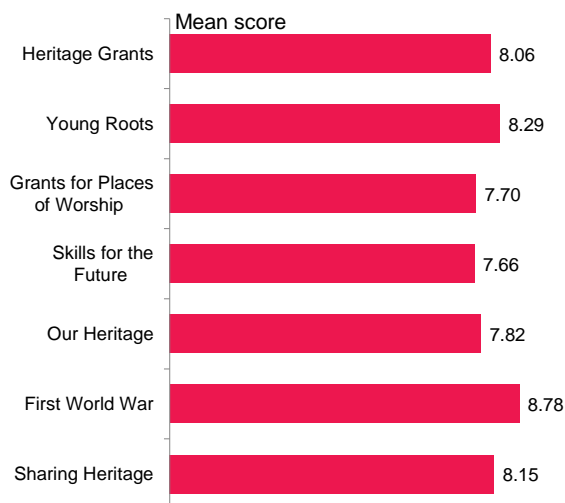
As illustrated above, proportions of ‘rejected applicants’ does vary according to project, and this should be considered when varying levels of satisfaction are given.

9.1 Headline findings

- There is some variation in satisfaction with the overall handling of the process by programme type. First World War applicants were most likely to rate the HLF’s handling of the application as good, giving a mean score of 8.78/10. ‘Skills for the future’ were least likely to provide a positive rating with a score of 7.66/10, followed by ‘Grants for places of worship’ (7.70/10).

Overall handling of the application process: mean scores

Taking everything into consideration, on a scale of 1-10 where 1 is ‘very poor’ and 10 is ‘very good’, how would you rate the HLF’s handling of your application?



Base: All applicants: Year 1 – 2005/6 (643), Year 2 – 2006/7 (631), Year 3 – 2007/8 (601), Year 4/5 – 2009 (544), Year 6 – 2010 (450), Year 7 – 2011 (675), Year 8 – 2012 (1308), Year 9 – 2013 (1748)

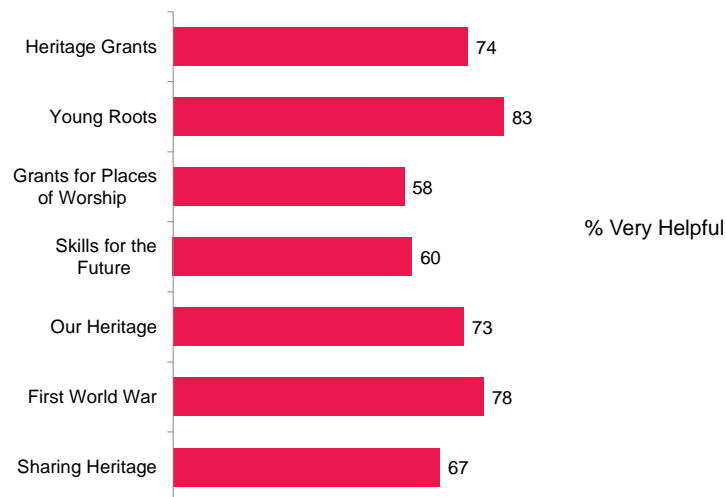


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- The proportion of applicants who rated contact with HLF staff as ‘very helpful’ whilst they prepared their application is largely in line with overall ratings of the process. ‘Grants for places of worship’ and ‘skills for the future’ received the lowest ratings in this area (58% and 60% rating it as ‘very helpful’ v 83% of Young Roots applicants), suggesting better contact with staff will improve overall ratings.

Helpfulness of staff in preparing the application

In terms of preparing your application how helpful or unhelpful did you find the contact you had with HLF staff overall?



Base: All applicants: Year 1 – 2005/6 (643), Year 2 – 2006/7 (631), Year 3 – 2007/8 (601), Year 4/5 – 2009 (544), Year 6 – 2010 (450), Year 7 – 2011 (675), Year 8 – 2012 (1308), Year 9 – 2013 (1748)

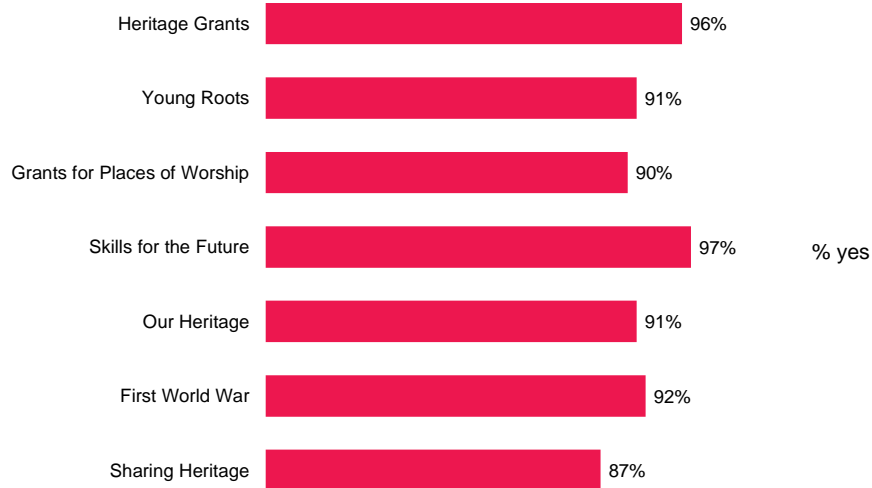


- The need for greater staff contact amongst these programmes is further highlighted in varying understanding levels of the application process – for example, 55% of ‘Young Roots’ applicants strongly agreed that they clearly understood ‘the type and amount of information required’ on their application form compared to 33% of ‘Grants for Places of Worship’ applicants and 36% of ‘Skills for the Future’ applicants.

- Importantly, despite varying ratings of the process, the vast majority of applicants across all programme types were not put off by the process and would consider applying again to the HLF for a grant.

Future applications...

Would you consider applying again to the HLF for a grant?

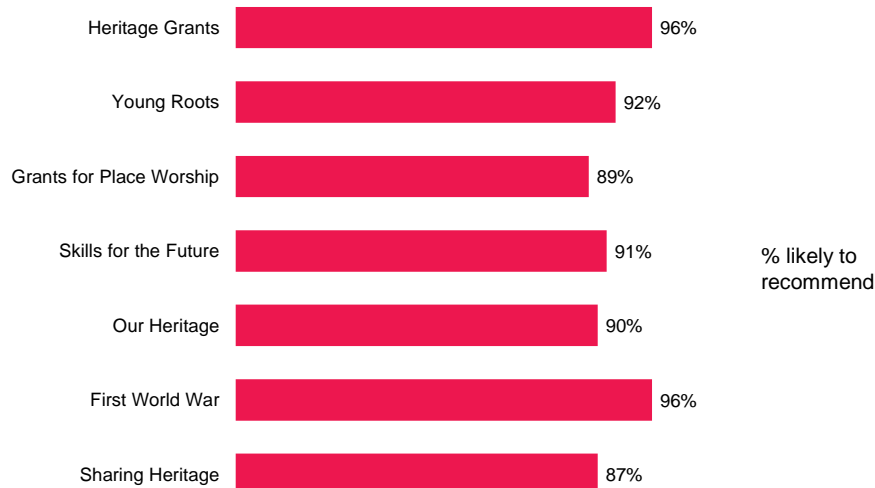


Base: All group 1 and 2 applicants (1615)

- Similarly, the majority of applicants would be likely to recommend HLF to another organisation.

Recommendations

How likely or unlikely would you be to suggest or recommend to another organisation that it apply to the HLF for a grant?



Base: All group 1 and 2 applicants (1615)

10. Key Driver Analysis

In 2014, we ran some Key Drivers Analysis to understand the drivers of overall satisfaction with the application process. Key Drivers Analysis is an advanced analytical technique which generates the **derived** importance of various statements in producing a high score on a specific metric. Please note, this technique does not ask respondents what is most important to them, but instead deduces it from the relationship between variables. Further, it is important to note that a score that is double another score means the higher statement is twice as important as the lower statement. For example, a score of 20% would be twice as important as a score of 10% - not simply '10 percentage points higher'.

For the purposes of the 104 applicants survey, we have measured the importance of positive responses to the statements listed below in driving a high score for ratings of 'HLF's overall handling of the process' (page 14).

The results below illustrate that '**Helpfulness of HLF staff in preparing the application**' is the single most important driver of providing a positive overall handling process, followed by '**HLF advice to produce an improved application**'. This highlights the central importance of the involvement of HLF staff in providing a positive application experience. Focussing on improving staff helpfulness will ensure that overall ratings will also improve.

Influence	Statement
24.32%	Helpfulness of HLF staff in preparing the application
18.44%	HLF advice to produce an improved application
10.19%	Understanding of the type and amount of information HLF required us to provide in our application
8.46%	HLF helpfulness in helping us plan other activities
8.24%	The speed of use of the online application process
8.11%	HLF helpfulness in identifying realistic costs
6.42%	The layout and design of the online application process
5.90%	Type and amount of information that HLF required us to provide
5.21%	Ease with which you were able to find information on the HLF website to make the application

We also ran some Key Driver Analysis on ‘Helpfulness of HLF staff in preparing the application’ to help HLF understand what areas of staff input can be focussed on to improve this rating. The findings illustrate that **‘Helpfulness of HLF staff in helping you think about our heritage and how it is looked after’** is significantly more important than the next most important staff-related factor and 3.5 times more important than **‘Helpfulness of HLF staff in identifying realistic costs’**.

Influence	Statement
36.75%	Helpfulness of HLF staff in helping you think about our heritage and how it is looked after
21.61%	Helpfulness of HLF staff in Identifying project benefits and beneficiaries
20.24%	Helpfulness of HLF staff in planning the project's development and management
10.95%	Helpfulness of HLF staff in Identifying realistic costs

Grantee Customer Care Survey

Grantee response breakdowns

As with the applicants survey, the grantee sample is designed to ensure that the profile closely matches that of the total grantee population.

The following tables break down the subgroups within the sample to demonstrate how the two profiles compare.

Grant programme

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
Heritage Grants	118	19%	185	19%
Your / Our Heritage	378	61%	578	60%
Parks for People	14	2%	24	3%
RPOW Scotland	1	<1%	1	<1%
Townscape Heritage	8	1%	16	2%
Young Roots	69	11%	108	11%
Landscape Partnership	7	1%	11	1%
RPOW Wales	1	<1%	2	<1%
Collecting Cultures	2	<1%	6	1%
First World War	1	<1%	1	<1%
RPOW Home Counties	2	<1%	3	<1%
Sharing Heritage	16	3%	20	2%
Skills for the Future	1	<1%	2	<1%
Total	620		957	

Organisation type

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
Church organisation or other faith-based group	7	1%	11	1%
Charity	302	49%	440	46%
Community / voluntary group	15	2%	32	3%
Local authority	35	6%	67	7%
Public sector body	111	18%	183	19%
Private sector	10	2%	19	2%
Other	140	22%	205	21%
Total	620		957	

Decision maker

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
Committee	104	17%	165	17%
Delegated	467	75%	707	74%
Trustee	49	8%	85	9%
Total	620		957	

Region

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
East Midlands	32	5%	42	4%
East of England	56	9%	89	9%
London	89	14%	138	14%
North East	27	4%	51	5%
North West	56	9%	91	10%
Northern Ireland	19	3%	28	3%
Scotland	66	11%	97	10%
South East	70	11%	120	13%
South West	55	9%	79	8%
Wales	32	5%	55	6%
West Midlands	39	6%	56	6%
Yorkshire and Humber	79	13%	111	12%
Total	620		957	

Grant size awarded

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
£50,000 or less	434	70%	651	68%
£50,001 - £999,999	134	22%	220	23%
£1,000,000 - £1,999,999	34	5%	56	6%
£2,000,000 - £4,999,999	15	2%	25	3%
£5 million or more	3	<1%	5	1%
Total	620		957	

Heritage area

	Responses		Sample	
	Number of responses	Proportion of total	Number in sample	Proportion of total
Historic buildings and monuments	110	18%	157	16%
Industrial maritime and transport	25	4%	40	4%
Intangible heritage	274	44%	420	44%
Land and biodiversity	99	16%	158	17%
Museums, libraries, archives and collections	105	17%	172	18%
Community heritage	7	1%	9	1%
Total	620		956	

1. Overall satisfaction

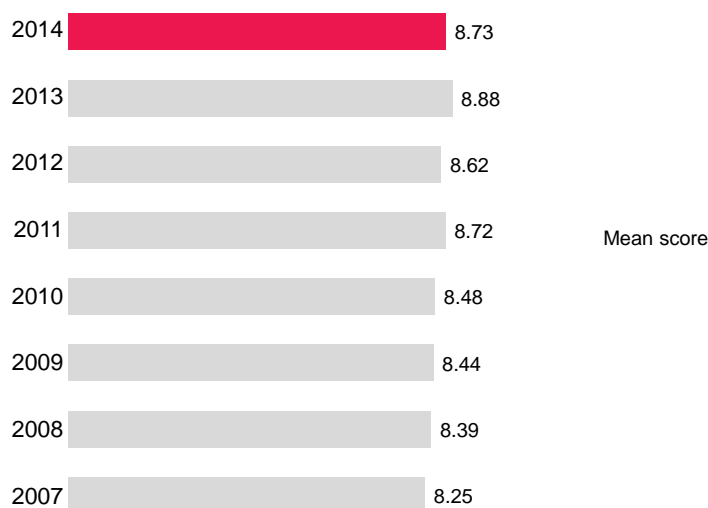
1.1 Overall rating

Grantee feedback on the service provided by the HLF during the implementation of the project is an essential element of the grant-awarding process

- Overall, ratings are high with an average score of 8.73 out of 10. Although ratings have dropped slightly since 2013, 2014 satisfaction remains higher than any other previous years.

Overall rating of service provided by HLF – Mean Scores

Taking everything into consideration, how would you rate the service provided by the HLF during the implementation of your project?



Base: All grantees, 2007 (643), 2008 (529), 2009 (600), 2010 (599), 2011 (566), 2012 (541), 2013 (417), 2014 (620)

- Due to small base sizes, it is not possible to analyse all grant programme types. However, we are able to look at Your Heritage (378), Heritage Grants (118) and Young Roots (69). There is some difference in ratings amongst each programme type; Your Heritage grantees giving the highest ratings (8.8/10), followed by Young Roots (8.71/10) and Heritage Grants (8.48/10).

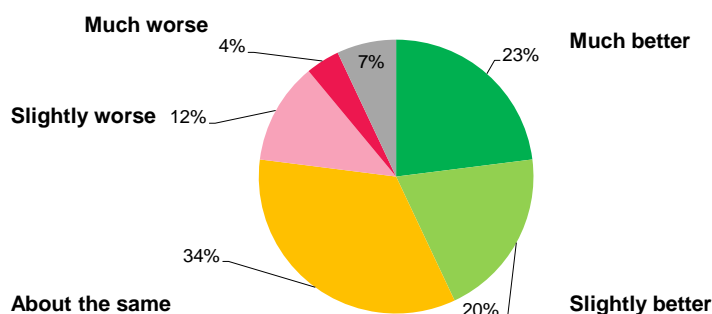
1.2 Other grant-providers

This year we added a question asking grantees whether they had received a grant from an organisation other than HLF in the last 5 years, and how the experiences compared to one another.

- 76% of grantees had received a grant elsewhere in the last 5 years, and this was highest amongst Heritage Grants (85%).
- For around 2 in 5, the experience of applying(?) for a grant with HLF was better. Importantly, only a small proportion (16%) thought the process was worse.

Other grant providers

How much better or worse was the experience of receiving an HLF grants to other organisations you have applied for grants with?



Base: All grantees (620)

2. The project lifecycle

2.1 Permission to start

- The vast majority of grantees (92%) stated that they received the go-ahead to start their project within the timescale they expected. Only 6% felt that their projects were delayed, although this did rise to 13% amongst Heritage Grants grantees.
- Of the 39 respondents whose project start was delayed, only 8 (21%) did not feel this delay was justified.

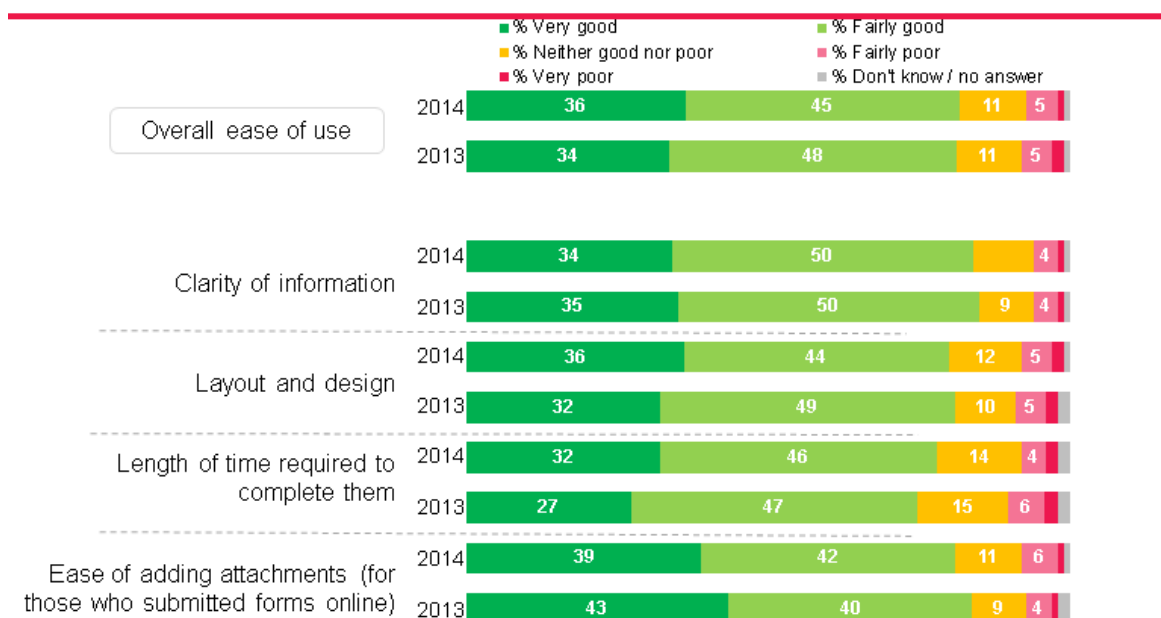
2.2 Contact with Grants Officer

- Nine in ten (93%) grantees contacted their Grants Officer while their project was being implemented and, of those that did, almost all (98%) felt that this contact was helpful; 89% stated that it was *very* helpful.
- 55% of grantees retained the same Grants Officer throughout the course of their project; 28% experienced one change and 14% more than one change. Changing Grant Officer does not appear to have a negative impact on overall satisfaction.
- BDRC Continental's work with other grant-awarding organisations demonstrates the importance of a positive working relationship with grant officers and other members of staff.

2.3 Monitoring forms

- Almost 9 in 10 grantees (87%) submitted their monitoring form online, an increase on the proportion who did so in 2013 (82%) and continuing the significant rise from 2012 when only 50% did so. Around a quarter (23%) returned hard copies of their forms compared to less than a third (31%) in 2013.
- Grantees remain positive about the monitoring forms, consolidating the significant rises in ratings reported in 2013. Importantly, 81% rated their 'overall ease of use' as *very/fairly good*, comparable to the 82% who gave this rating last year.
 - 84% rate the 'clarity of information' as *very/fairly good*
 - 80% 'layout and design'
 - 78% 'length of time required to complete them'
 - 81% 'ease of adding attachment'

Rating the monitoring forms



Base: All grantees (620 in 2014, 417 in 2013, 541 in 2012, 556 in 2011, 599 in 2010) except for the statement 'ease of adding attachments' asked of those who submitted forms online (542 in 2014, 341 in 2013, 269 in 2012, 224 in 2011)

Percentages of less than 4% not shown on the chart for clarity

- Almost 9 in 10 grantees (87%) agreed that the type and amount of information asked for in the monitoring documents was appropriate and proportionate.

2.4 Payment drawdown

It is HLF's policy to make all grant payments within 15 working days of receiving all relevant supporting information.

- Overall, 94% of grantees stated that the HLF was effective in making payments within this specified time; consolidating the rise in 2013. 13% stated that the HLF were only *fairly* effective, suggesting there were a number of late payments.

Grant drawdown effectiveness



2.5 External Monitors

- According to HLF records, 23 grantees were appointed an external monitor following their grant award decision. 20 of these confirmed that this was the case, of which 14 were appointed 1 monitor and 6 more than one. 2 stated that they weren't and 1 was not sure.
- All grantees who stated they had contact with an external monitor said contact with them was easy, and all stated that their monitor was helpful.

2.6 HLF Mentors

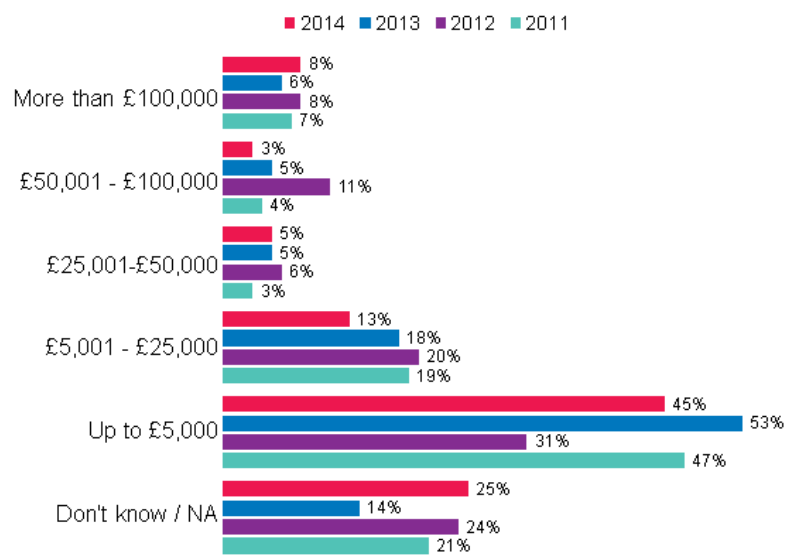
- 16% of grantees had an HLF mentor working with them on their project, compared to 13% in 2013.
- Of those who had an HLF mentor (101 individuals) the vast majority found contacting them easy (98%) and helpful (97%).

3. Project costs and completion dates

3.1 Project costs

- Similar to 2013, a fifth of grantees (21%), reported that their project costs increased once they had received their grant.
- As demonstrated in the chart below, just under half (45%) of these programmes did so no more than by £5,000. Around 1 in 10 (11%) increased in price by over £50,000

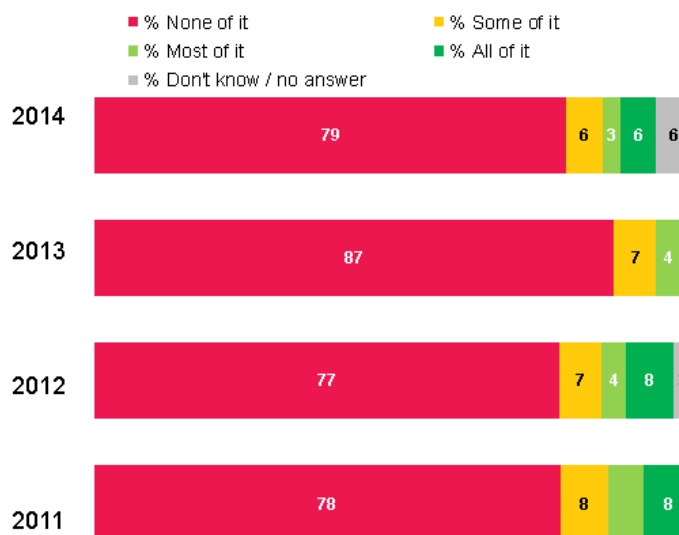
Project cost increases



Base: All grantees whose project costs increased during implementation (131 in 2014, 85 in 2013, 135 in 2012, 144 in 2011)

- Of the grantees that did encounter an increase in project cost, 15% had at least some of their costs met by HLF. 79% of grantees had none of the costs covered by HLF

Additional funding provided by the HLF

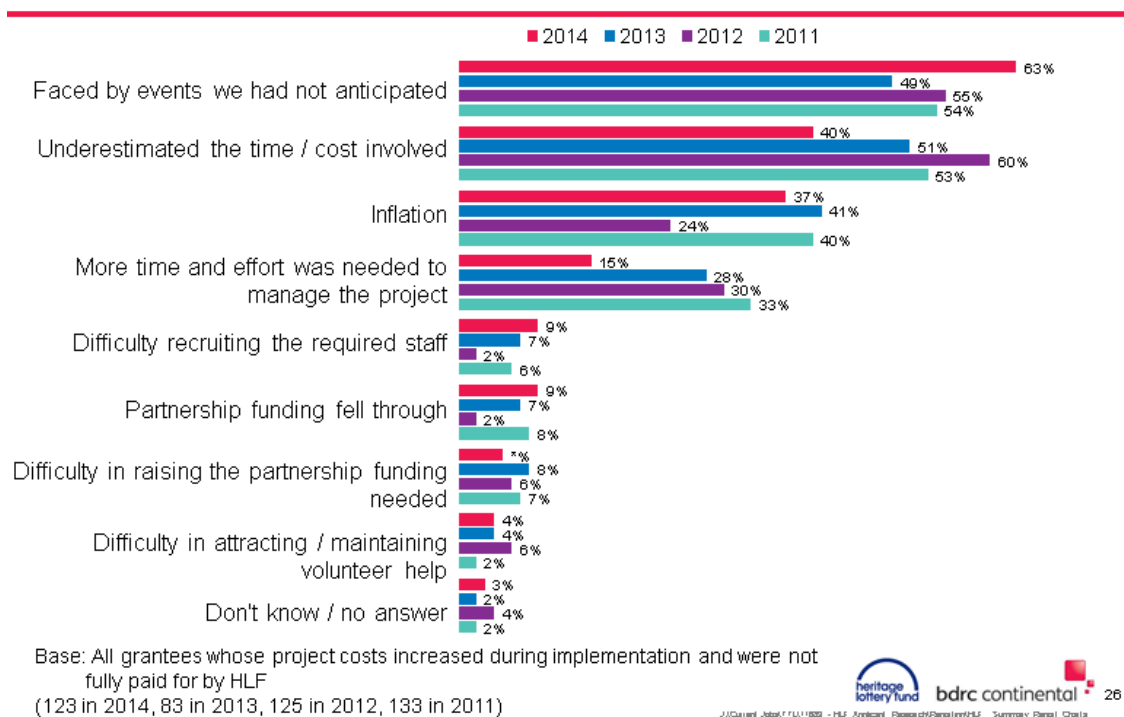


Base: All grantees whose project costs increased during implementation (131 in 2014, 85 in 2013, 135 in 2012, 144 in 2011)

- Importantly, only 2% of grantees whose increased costs were not entirely covered by HLF were unable to meet them. Other methods of meeting increased costs include:
 - Using organisation reserves (25%)
 - Event fundraising (20%)
 - Donations from members (13%)
 - Funding from a separate grant-making organisation (12%)
 - Donations from the public (5%)
 - Donations of time from public/staff (4%)
 - Loans/additional borrowing (2%)
- The proportion who secured funding from a separate grant organisation continues to decline (12% compared to 22% in 2013 and 32% in 2012). Although the research does not tell us how many grantees applied for funding elsewhere, it does imply that other sources of finances are less available.

- ‘Underestimating the time involved’ (63%) and ‘unforeseen events’ (40%) were the most common reasons given for project cost increases. Other reasons given included:
 - More time and effort was needed to manage the project (37%)
 - Inflation (15%)
 - Difficulty in maintaining/attracting voluntary help (9%)
 - Difficulty in raising the partnership funding needed (9%)
 - Difficulty recruiting the required staff (4%)
 - Partnership funding fell through (3%)

Reasons for encountering project cost increases

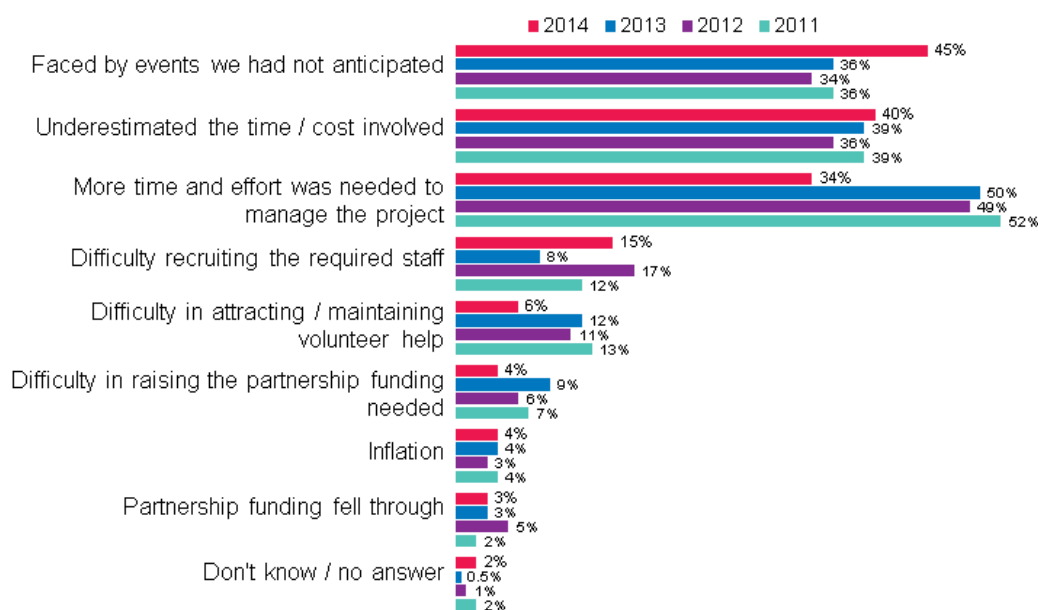


- Of the 49 people who cited ‘events we had not anticipated’ as a factor in influencing project costs increases, the most common reasons given were:
 - Additional work required (11 respondents)
 - Extended scope of the project e.g. new opportunities (10 respondents)
 - Costs generally increased (6 respondents)
 - Underestimated the cost (5 respondents)
 - Designers contractors went into administration (4 respondents)
 - Change in VAT policy (3 respondents)
 - Weather and environmental issues (3 respondents)

3.2 Completion dates

- Just under half of grantees (48%) report that the completion date of their project was extended or delayed, similar to 2013 and consolidating the improvement on the 68% who reported this in 2012
- ‘More time and effort’ (45%), ‘underestimating the time/cost’ (40%) and ‘events we had not anticipated’ (34%) were the most common reasons given for extensions to projects. ‘Difficulty recruiting the required staff’ was an issue for around 1 in 7 (15%).

Reasons for encountering delays / extensions to project completion dates



Base: All grantees whose project completion date was extended /delayed (299 in 2014, 206 in 2013, 367 in 2012, 331 in 2011)



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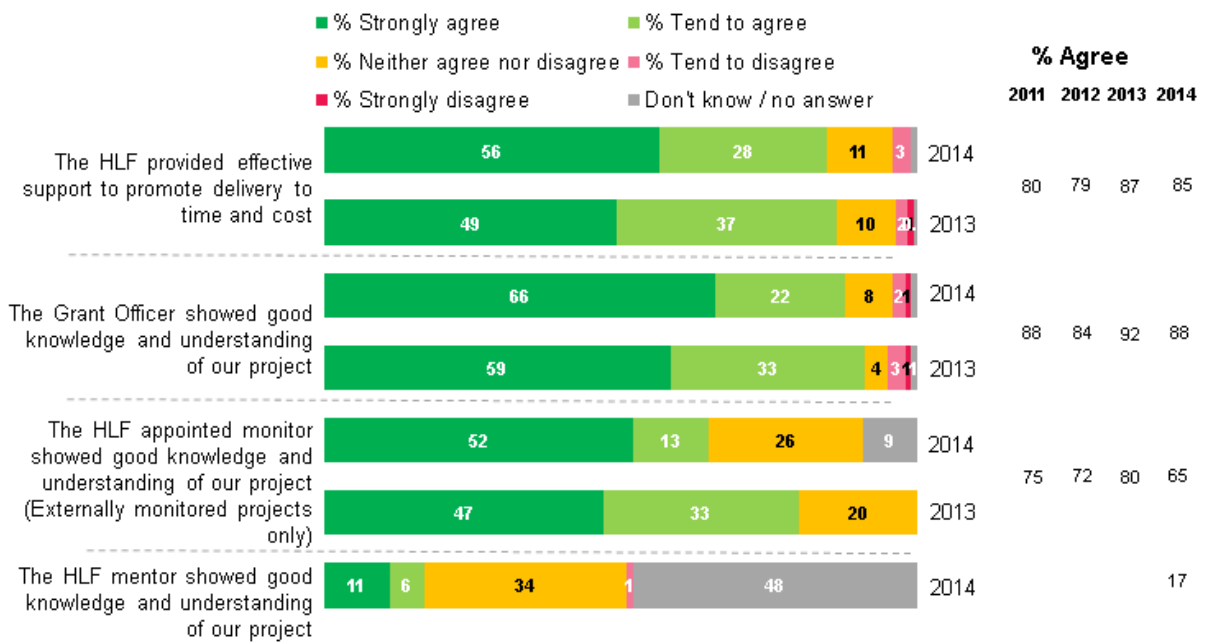
- Of the 104 respondents who encountered events they had not anticipated, the most commonly cited reasons were:
 - Additional works needed (26%)
 - Availability of staff (22%)
 - Needing more time to finish (14%)
 - Lack of time generally (9%)
 - Adverse weather (8%)
 - Designers’ contractors went into receivership (5%)
 - Underestimated the amount of work required (4%)

4. HLF Support

4.1 HLF support

- As stated elsewhere in this report, BDRC Continental research amongst other grant providers underlines the importance of effective support for grantees throughout the process. There is an expectation of a challenging process, but sufficient support generally ensures positive overall ratings.
- Over 4 in 5 (84%) grantees agreed that HLF provided effective support to promote delivery to time and cost. 11% neither agreed nor disagreed. The proportion of 'strongly agrees' has increased since 2013 (56% compared to 49%). Importantly, only 3% disagreed that this was the case, suggesting that in the 48% of projects that ran over time and the 21% that exceeded the budget, HLF did all that they could to avoid these scenarios.
- Almost 9 in 10 (88%) grantees agreed that their Grant Officer showed good knowledge and understanding of their project; two thirds (66%) stated that they 'strongly agree', a rise on 2013 (59%).

HLF Support



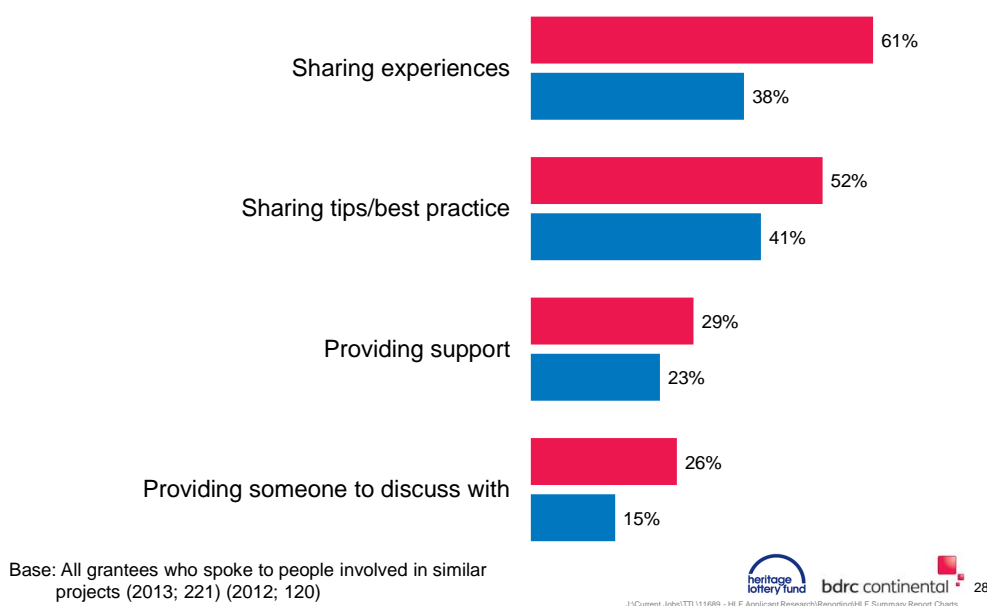
Base: All grantees (620 in 2014, 417 in 2013, 67 in 2012, 73 in 2011, 83 in 2010)

4.2 Other HLF-funded projects

BDRC Continental’s research elsewhere demonstrates the importance grantees attach to communicating with other similar projects when developing their project. Networking is seen as a platform for idea generation and sharing best practice, which can improve project outputs and take the onus off grant providers.

- Over a third of grantees (36%) spoke to other people involved in HLF-funded projects, a higher proportion than in 2013 when 29% did so.
- 89% of those who spoke to a similar HLF project found the process beneficial.
- In line with BDRC Continental’s research, ‘sharing experiences’ (61%), ‘sharing tips/best practice’ (52%), ‘providing support’ (29%) and ‘providing someone to discuss with’ (26%) were the greatest cited benefits for speaking to other HLF funded projects. All of these avenues of communication have increased since 2013 – is this an area that HLF have been focussing on?

Speaking to other HLF-funded projects



Advocacy is an important promotional tool for HLF projects, and it is essential that positive results are shared where possible.

- Importantly, 70% of projects had shared the results of evaluation elsewhere.

5. Appendix

5.1 Guide to statistical reliability

The Contract Compliance and Customer Care research are based on a sample of potential respondents rather than the entire population. Therefore the percentage results contained in this report are subject to sampling tolerances. These tolerances vary according to the size of the sample and the percentage figure concerned. For example, for a question where 50% of the people in a sample of 417 respond with a particular answer, the chances are 95 in 100 that this result would not vary more than plus or minus 5 percentage points, from the result that would have been obtained from a census of the entire population (using the same procedures). Indications of the approximate sampling tolerances that may apply in this report are given in the table below.

Approximate sampling tolerance applicable to percentages at or near these levels (at the 95% confidence level)			
Size of sample or sub-group on which survey result is based	10% or 90%	30% or 70%±	50%
All applicants (1748)	0.9	1.4	1.5
All approved applicants (1082)	1.1	1.7	1.8
All rejected applicants (606)	1.7	2.5	2.8
First and single round applicants (1615)	0.8	1.2	1.3
Second round applicants (133)	3.8	5.8	6.4
All grantees (620)	1.4	2.1	2.3
All grantees in receipt of a grant in excess of £50,000 (186)	2.7	4.1	4.5

The following table is a guide to the sampling tolerances applicable to comparisons between sub-groups.

Differences required for significance at the 95% confidence level at or near these percentages			
Size of sample or sub-group on which survey result is based	10% or 90% ±	30% or 70% ±	50% ±
Approved (1082) vs. rejected applicants (606)	2.98	4.56	4.97
Applicants 2014 (1748) vs. Applicants 2013 (1308)	2.15	3.28	3.58
Grantees 2014 (620) vs. Grantees 2013 (417)	3.72	5.69	6.21