

# Heritage Lottery Fund

Grantee and Applicant  
Customer Care Surveys  
2015



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## 2. Executive Summary

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### 2.1 Applicants

- Ratings of the HLF's handling of the application overall remain high, Applicants giving a mean score of 7.91/10. This is in line with ratings in 2014 (7.97)
- High satisfaction translates into strong advocacy, 90% of Applicants stating that they would be 'very/fairly' likely to recommend HLF to another organisation. This rose to 97% amongst 'approved' Applicants.
- Of the 73% Applicants that had applied for a grant elsewhere in the previous 5 years, 2 in 5 (42%) felt that the experience with HLF was better. 37% felt it was the same, 19% that it was worse.
- As in previous years, HLF funding remains essential to project viability, 97% of Applicants stating their project would not have gone ahead as planned had HLF funding not been available. 48% stated their project would not have gone ahead at all.
- Similarly, for 95% of Applicants the project would not have gone ahead as planned if HLF had required great partnership funding.
- About a third (31%) first learned about the HLF through the work their organisation carries out, a drop on the 45% that stated this in 2014. 1 in 5 learned about HLF through word of mouth
- 89% of Applicants had contact with HLF staff before making their application, email and telephone contact being the most common modes of contact. Applicants had 4.26 types of contact with HLF on average.
- The vast majority of Applicants (92%) that spoke with HLF during the pre-application period found them helpful. Ratings were high for each of the elements of the contact.
- 1 in 5 Applicants (22%) stated that it is unlikely they would have submitted an application for funding without HLF help. 82% stated that the help they received from HLF helped them produce an improved application
- The vast majority of single and first-round Applicants (98%) and second round Applicants (97%) submitted their application online and the vast majority rated the process highly.
- The most common suggestion for improving the online application process was 'making the process shorter/faster' and 'reducing technical problems'.
- The vast majority of Applicants used guidance notes when preparing their applications (93% amongst single and first-round Applicants and 95% amongst second round Applicants). The range of notes used were all rated highly.
- The majority of Applicants (84%) agreed that they clearly understood the type and amount of information they were required to provide in their application.
- 53% of single and first-round Applicants were contacted by their Grants Officer while their application was being considered. 83% of second round Applicants

were contacted by a Grants Officer, a drop on the 92% that reported this in 2014. The vast majority found the contact with their Grants Officer helpful.

- 62% of second round Applicants used professionals from outside their organisation to help prepare their application.
- As in previous years, rejected Applicants gave a lower average rating of HLF's overall handling of the process (6.79/10 compared to 8.59 amongst accepted Applicants).
- Rejected Applicants were also less likely to recommend HLF to another organisation, 78% compared to 97% of accepted.
- Although the majority of rejected Applicants gave positive feedback on the application experience, a significant minority did not. 40% disagreed that HLF provided useful feedback on how they could amend their application and 37% that the reasons given for the project being rejected were reasonable.
- Positively, 79% of rejected Applicants stated they would apply to the HLF for a grant again.

## 2.2 Grantees

- Grantees rated the service provided by HLF at 8.96/10, higher than in any previous year.
- Almost half of Grantees that had received a grant from another organisation in the last 5 years felt that the experience with HLF was better.
- The majority of Grantees stated that they received the go-ahead to start their project within the timescale expected. Only 4% felt that their project was delayed.
- 85% of Grantees contacted their Grants Officer while their project was being implemented, a drop on the 93% that did so in 2014. Of those that did, the majority (99%) felt that the contact was helpful.
- There was some correlation between projects that changed their Grants Officer and ratings of the overall experience, projects with fewer changes more likely to give positive ratings.
- Almost 9 in 10 Grantees (88%) submitted their monitoring forms online. Monitoring forms were rated positively, the majority of Grantees giving 'very/fairly good' ratings for ease of use.
- The majority (94%) stated the HLF was effective in making grant payments within 15 days.
- 9% of Grantees had an HLF mentor working with them on their project, a drop from 16% in 2014.
- As in 2014, 1 in 5 Grantees reported that their project costs increased during the implementation of their project. 16% had these costs met by HLF. Of those whose extra costs were not covered by HLF, only 3% were unable to meet them.
- Underestimating the time or cost involved and facing unanticipated events were the most common reasons given for project cost increases.
- Around 2 in 4 (42%) of Grantees reported that the completion date of their project was extended or delayed

- The majority of Grantees agreed that HLF provided effective support to promote delivery to time and cost (84%), and that their Grant Officer showed good knowledge and understanding (85%).
- Around a third of Grantees (31%) spoke to other people involved in HLF-funded projects, 90% describing the contact as beneficial. Amongst these, the suggestion to speak to other projects was made by HLF in around 1 in 3 cases.
- The vast majority of Grantees agreed that the evaluation HLF requested on project completion was appropriate (87%) and useful to them (89%).



## 3. Introduction and Methodology

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### 3.1 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 Mori. In line with IPSOS Mori's work, the survey was conducted anonymously using a telephone approach.

This report summarises the findings from research conducted in November 2014 and June 2015 telephone surveys, covering organisations that received a decision about their application between April 2014 and March 2015 (applicant survey) and those whose projects completed in the same period (grantee survey).

### 3.2 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

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

### **3.3 Methodology**

BDRC Continental conducted two waves of telephone surveys with HLF Grantees and Applicants in November 2014 and June 2015. 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.

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 and by selected sub-groups. In total 1217 interviews were conducted with Applicants and 675 with Grantees.

From 2015, the Applicants and Grantees surveys will be moving to an online methodology. To understand the potential impact of this change in methodology, in June 2015 BDRC Continental used half of the available Applicants and Grantees sample to run a pilot online survey alongside the standard telephone survey (please see our appendix for detail on the impact of this transition). To account for the reduced number of telephone surveys in June, the annual data were weighted to reflect the full year's sample fallout.

Although the majority of data presented in this report are only taken from the telephone surveys, when measuring Single and First Round ratings of Guidance notes, the report also includes the data from the online survey. Including the online data provided sufficient sample sizes to measure a range of different guidance notes – using the telephone data alone did not allow this.

### **3.4 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.

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.

### 3.5 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
10	2015	Autumn 2014 Spring 2015	Apr 14 – Mar 15
9	2014	Autumn 2013 Spring 2014	Apr 13 – Mar 14
8	2013	Autumn 2012 Spring 2013	Apr 12 – Mar 13
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

### 3.6 Tracking results

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, where applicable, it is not advisable to make direct comparisons between the last six waves of research and research carried out in and before 2009.

## 4. Applicant Customer Care Survey

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### 4.1 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.

Single stage applications

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

Second round – 2 round applications that have been awarded a round 2

## 4.2 Grant programme

	Number of responses	Proportion of total	Number in sample	Proportion of total
Heritage Grants – First round	222	11%	319	11%
Heritage Grants – Second round	91	5%	133	5%
Our Heritage (formally Your Heritage)	581	33%	953	33%
Parks for People – First round	25	1%	32	1%
Parks for People – Second round	10	1%	14	<1%
Landscape Partnerships – First round	23	1%	33	1%
Landscape Partnerships – Second round	4	<1%	6	<1%
Young Roots	78	4%	120	4%
Townscape Heritage Initiative – First round	14	1%	22	1%
Townscape Heritage Initiative – Second round	2	<1%	5	<1%
Grants for Place of Worship – First round	212	12%	321	11%
Grants for Place of Worship – Second round	4	<1%	8	<1%
Heritage Enterprise	24	1%	29	1%
Skills for the Future – First round	68	4%	115	4%
Skills for the Future – Second round	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%
<b>TOTAL</b>	<b>1748</b>		<b>2919</b>	

### 4.3 Organisation type/1

	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%
<b>TOTAL</b>	<b>1748</b>		<b>2919</b>	

### 4.4 Decision maker

	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%
<b>TOTAL</b>	<b>1748</b>		<b>2919</b>	

## 4.5 Region

	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%
<b>TOTAL</b>	<b>1748</b>		<b>2919</b>	

## 4.6 Grant size

	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%
<b>TOTAL</b>	<b>1748</b>		<b>2919</b>	

#### 4.7 Heritage Area

	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%
<b>TOTAL</b>	<b>1748</b>		<b>2919</b>	

#### 4.8 Decision

	Number of responses	Proportion of total	Number in sample	Proportion of total
Approved	1082	62%	1744	60%
Rejected	666	38%	1175	40%
<b>TOTAL</b>	<b>1748</b>		<b>2919</b>	



## 5. Satisfaction overall

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### 5.1 Overall handling of the application process

Applicants were asked to rate HLF's handling of the application overall on a scale of 1-10 (1 being very poor and 10 very good). Ratings are consistent with previous years, Applicants giving a mean score of 7.91 out of 10. Although there have been consistent drops in ratings since 2013, movements are not statistically significant.

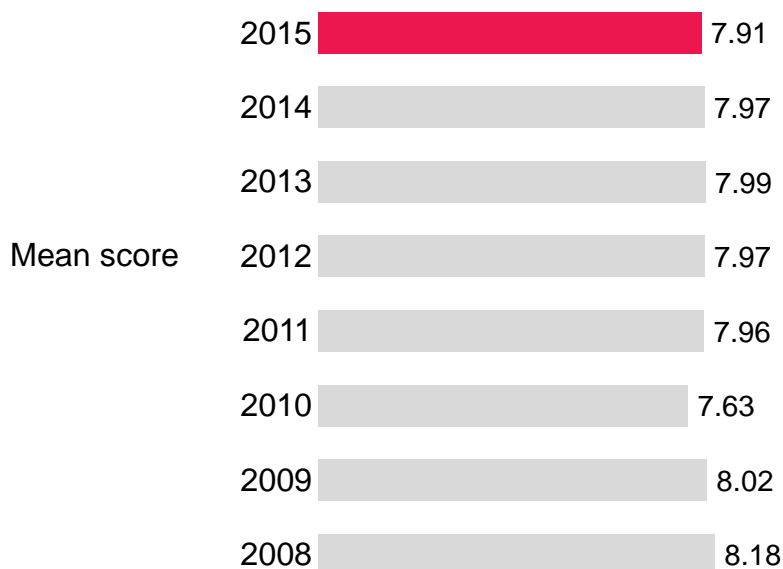
As in previous years, we have weighted this year's data to the proportion of approved and rejected Applicants interviewed in 2007/8. This allows us to ensure that any increases and decreases in ratings are an accurate reflection of the application process. The overall 'weighted' mean score is 8.38, compared to 8.43 in 2014.

#### 5.1.1 Chart showing ratings of the overall handling of the application process

### Overall handling of the application process: mean scores

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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), 2015(1217)

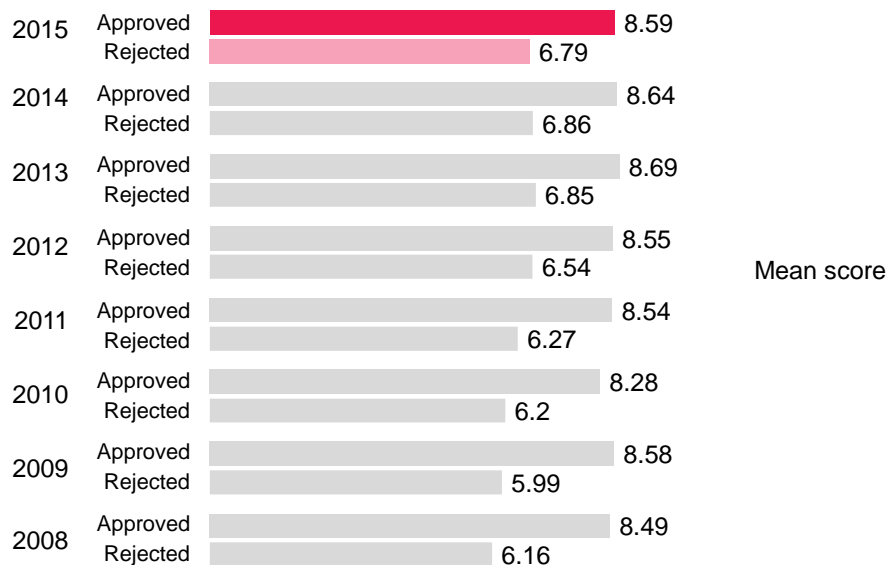


Approved Applicants tend to provide higher ratings of the application process than rejected Applicants. In 2015, approved Applicants rated HLF’s handling of their application as 8.59/10 compared to 6.79/10 for rejected Applicants. Both figures have dropped slightly since 2014, although not significantly.

**5.1.2 Chart showing ratings of the application process by approved and rejected applicants**

**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: 2008 (631), 2009 (601), 2010 (544), 2011 (450), 2012 (675), 2013 (1308), 2014 (1748), 2015 (1217)

**5.2 Advocacy**

Strong ratings of the overall handling of the application process translate into strong advocacy of the HLF, 90% stating they would be very/fairly likely to recommend the HLF to another organisation, compared to 92% in 2014. Almost all successful Applicants (97%) and the majority of unsuccessful Applicants (78%) stated they would be likely to recommend the HLF to another organisation. 6% of Applicants (1% of accepted; 13% of rejected) stated that they would be unlikely to recommend HLF.

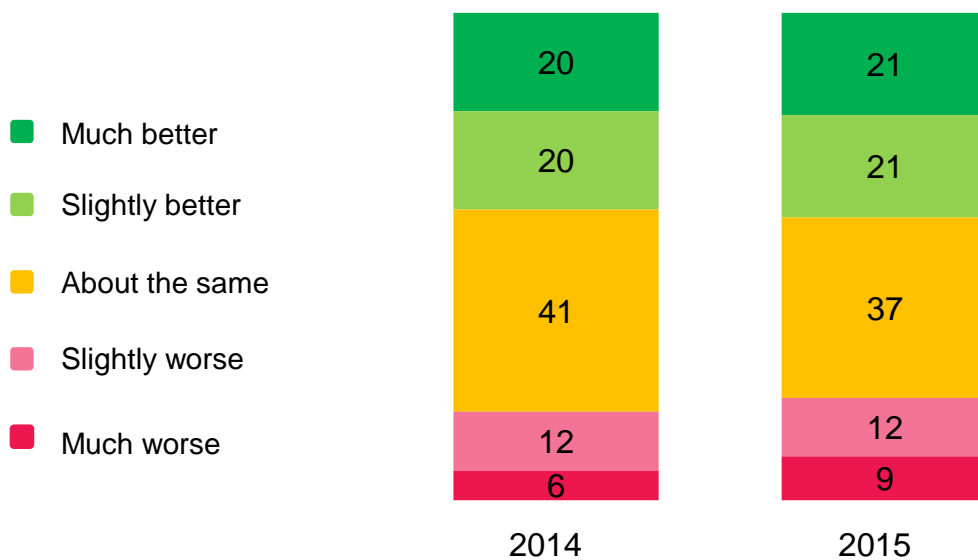
### 5.3 Other grant providers

73% of Applicants had applied for a grant elsewhere at some point in the previous 5 years. Similar to 2014, around 2 in 5 of these (42%) felt that the experience with HLF was better than with other organisations, more than twice as many (18%) who stated it was worse. 37% felt that the experience was about the same.

#### 5.3.1 Chart showing the HLF application experience compared to other providers

## Application experience vs. other providers (%)

How much better or worse was the experience of applying for a grant with HLF than this organisation



Base: All applicants who have applied for a grant with another organisation in the previous 5 years (884 in 2015, 1362 in 2014)

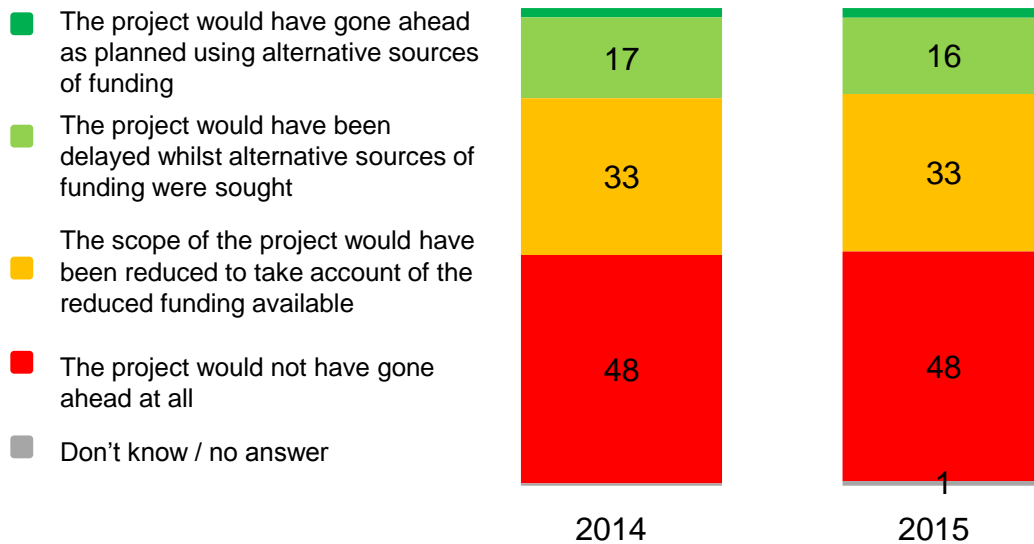
## 5.4 Importance of HLF funding

HLF funding remains essential to project viability. 97% of Applicants stated their project would not have gone ahead as planned had HLF funding not been available. Amongst these, 48% stated their project would not have gone ahead at all, 33% that the scope of their project would have been reduced and 16% that their project would have been delayed whilst alternative sources of funding were sought. Only 2% of projects would have gone ahead as planned.

### 5.4.1 Chart showing applicant actions in the event of not receiving HLF funding

## Actions in the event of no HLF funding being available (%)

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



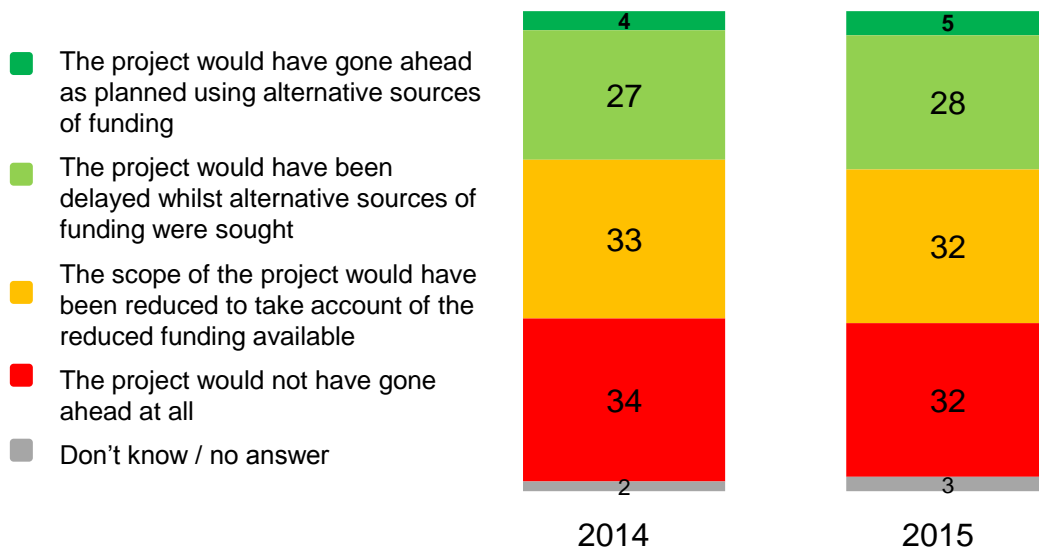
Base: All single and second round decision applicants whose applications were approved (662 in 2015, 794 in 2014)

Approved Applicants were also asked whether their project would have gone ahead had the HLF required greater partnership funding. For 95%, the project would not have gone ahead as planned. Amongst these, around a third (32%) stated that their project would not have gone ahead at all or that the scope of their project would have been reduced (also 32%). 28% stated that the project would have been delayed whilst alternative sources of funding were sought. Only 5% stated the project would have gone ahead as planned using alternative sources of funding.

5.4.2 Chart showing applicant actions in the event of needing more partnership funding

## Actions in the event of a need for 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 (in 2015, 794 in 2014)

## 5.5 Further HLF grant applications

88% of Applicants stated they would consider applying to the HLF for a grant in the future. 79% of 'rejected' Applicants would apply again, suggesting that the majority were not put off by having their application declined.

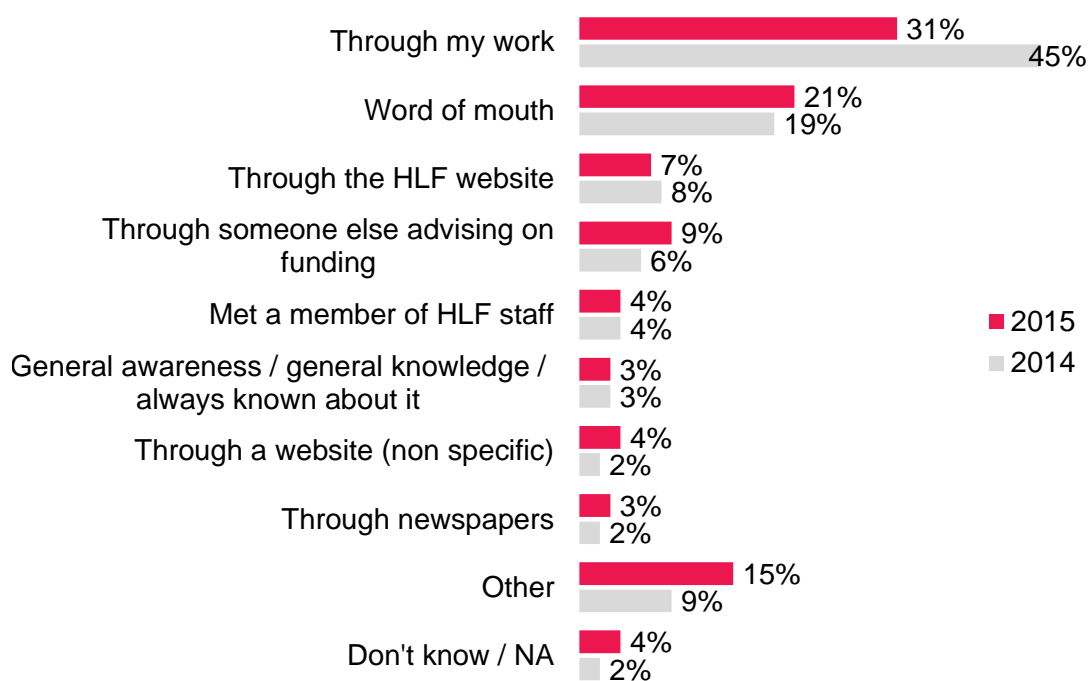
## 6. The pre-application process

### 6.1 Researching the HLF

Single and first-round decision Applicants were asked a series of questions about the pre-application process. Around a third (31%) first learned about the HLF through the work their organisation carries out, a significant drop on the 45% that stated this in 2014. As in 2014, around a fifth of Applicants (21%) found out about HLF through word of mouth, highlighting the positive impact of Applicants' strong recommendation levels. Around 1 in 14 Applicants (7%) first learned about HLF through the HLF website

#### 6.1.1 Chart showing how applicants first learned about HLF

### Source through which applicants first learned about HLF



Base: All single-round and first-round applicants (1093 in 2015, 1615 in 2014)



J:\Current Jobs\TTL\11689 - HLF Applicant Research\Reporting\HLF Summary Report Charts

78% of Applicants consulted the website a source of information for HLF grant schemes at some point pre-application.

## 6.2 Contact with HLF at the pre-application stage

89% of Applicants had contact with HLF staff before making their application, compared to 87% in 2014. Consistent with 2014, email and telephone correspondence were the most common modes of contact. There was a 5 percentage point drop in Applicants who had contact via a formal meeting/grant surgery (40% in 2015 to 35% in 2014), continuing the 10 percentage point decline from 2013 (50%). There was also a 4 percentage point decline in the incidence of informal contact at an event organised by HLF (16% in 2015 compared to 20% in 2014). Applicants had 4.26 different types of contact with HLF on average.

### 6.2.1 Chart showing modes of contact with HLF pre-application

#### Modes of contact with HLF pre-application (%)



Base: All single-round and first-round applicants (1093 in 2015, 1615 in 2014)



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### 6.3 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.

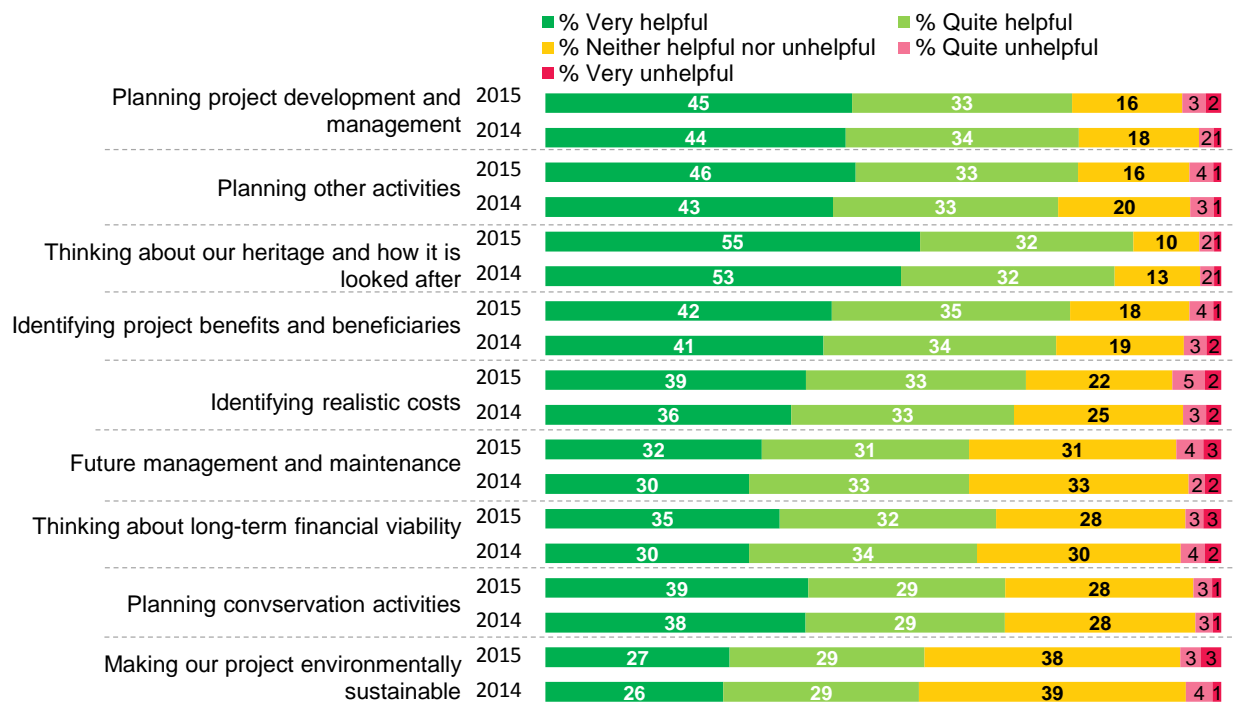
Consistent with 2014, of those who *did* speak to HLF staff during the pre-application period, 92% rated them very/fairly helpful; 69% describing them as ‘very helpful’. 97% of accepted Applicants and 84% of rejected Applicants rated staff as helpful.

### 6.4 Ratings of specific elements of the application process

Applicants were asked to rate specific elements of the application process. A number of ratings received a high proportion of don’t knows. For the purpose of comparing results with 2014, we have removed all don’t know responses and reweighted accordingly. As in 2014, HLF was rated as ‘very/fairly helpful’ by the majority of Applicants for each of the elements of their contact. Ratings were particularly high for helping with ‘thinking about our heritage and how it is looked after’ (87% stating they were helpful), ‘planning other activities’ (79%) and ‘planning project development and management’ (78%).

#### 6.4.1 Chart showing ratings of HLF help

## Ratings of HLF help on specific aspects of the application (%)



Base: All single-round and first-round applicants who had contact with HLF staff (976 in 2015, 1406 in 2014) Percentages of less than 1% not shown on the chart for clarity



## 6.5 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. As in previous years, around 1 in 5 Applicants (22%) stated that it is unlikely that they would have submitted an application for funding without HLF help. Staff correspondence remains an important part of the process for a significant minority. Although the majority of Applicants (75%) would have submitted an application without HLF help, this is not a reflection of how important HLF advice was in the application process. 82% of Applicants stated that the advice they received from HLF helped them to produce an *improved* application, 92% amongst approved Applicants and 68% 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?

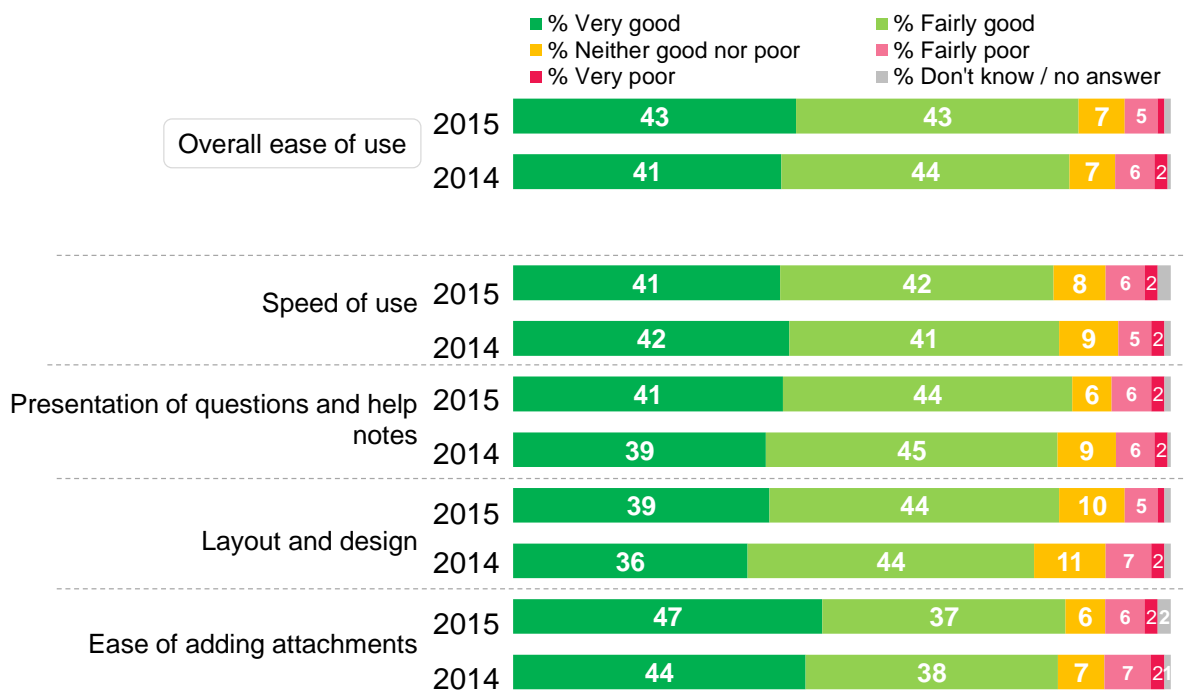
# 7. The application process

## 7.1 Online applications

Almost all Applicants (98%) submitted their application online. Comparable to 2014, the vast majority of Applicants (86%) rated the process’s ‘overall ease of use’ as ‘very/fairly good’. ‘Speed of use’ (83% ‘very/fairly good’), ‘presentation of questions and help notes’ (85%), ‘layout and design’ (83%) and ‘ease of adding attachments’ (84%) were all rated positively.

### 7.1.1 Chart showing ratings of the online application system

## Ratings of the online application system (%)



Base: All single-round and first-round applicants who submitted an online application (1071 in 2015, 1569 in 2014)  
 Percentages of less than 2% not shown on the chart for readability



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## 7.2 Improving the online process

Applicants who applied for their grant online were asked to suggest ways that it could be improved in future. Around 2 in 5 Applicants (43%) stated that they could not think of any improvements. Of those who made suggestions ‘making the process shorter/faster’ was most commonly suggested, 9% stating this. BDRC Continental’s research elsewhere demonstrates that consumers are increasingly expecting faster and shorter processes. Can HLF meet this demand or manage expectations in advance of the application?

What would have improved the online application for you? (Top 15 suggestions)	%
Making it shorter/faster	9%
Making it better/easier to read	7%
Better online guidance notes	7%
Making it easier to send attachments	5%
Generally more user-friendly	4%
Making the wording clearer	3%
Removing irrelevant/repetitive questions	3%
Improving the finance/budget sections	3%
Allowing me to save the application before I submitted it	3%
Having a better design/layout	2%
Removing technical issues	2%
More space to write answers	2%
Allowing editing of answers/copy and pasting text	2%
Providing an online chat facility	2%
Warnings on character/word limit restrictions	2%
<b>Can't think if anything/ nothing would have improved it</b>	<b>43%</b>

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

## 7.3 The paper application form

Only 19 Applicants submitted a hard copy of their application. The vast majority of those who did provided positive feedback on the process.

## 7.4 The HLF website

The majority of single and first round Applicants were positive with the ease of navigation on the HLF website - 85% stated they found it easy to find the information they needed to make their application, the same proportion as in 2014 and 2013. 8% said they found it difficult; 7% fairly difficult, 1% very difficult.

## 7.5 Guidance notes

Applicants were asked about their recall and use of HLF guidance notes to help them with their application. In line with previous years, the vast majority of Applicants (93%) recall consulting HLF guidance notes when preparing their applications. Around half (49%) recall the exact notes they consulted. The most commonly recalled guidance notes were the guidance for the programme Applicants were applying to (35%). The remainder of the recall was spread across a range of other guidance notes.

Guidance notes (Top 15)	All Applicants who can recall using guidance notes %
The application guidance for the programme you were applying to	35%
Evaluation guidance	5%
Digital technology in heritage projects	5%
Activity plan guidance	4%
Learning guidance	4%
Community participation	3%
How to involve young people in heritage projects	3%
Natural heritage	3%
Volunteering	3%
Management and maintenance plan guidance	3%
Project business plan guidance	3%
Interpretation guidance	2%
Audience development	2%
Archaeology guidance	2%
Oral history	2%
Don't know / no answer	51%

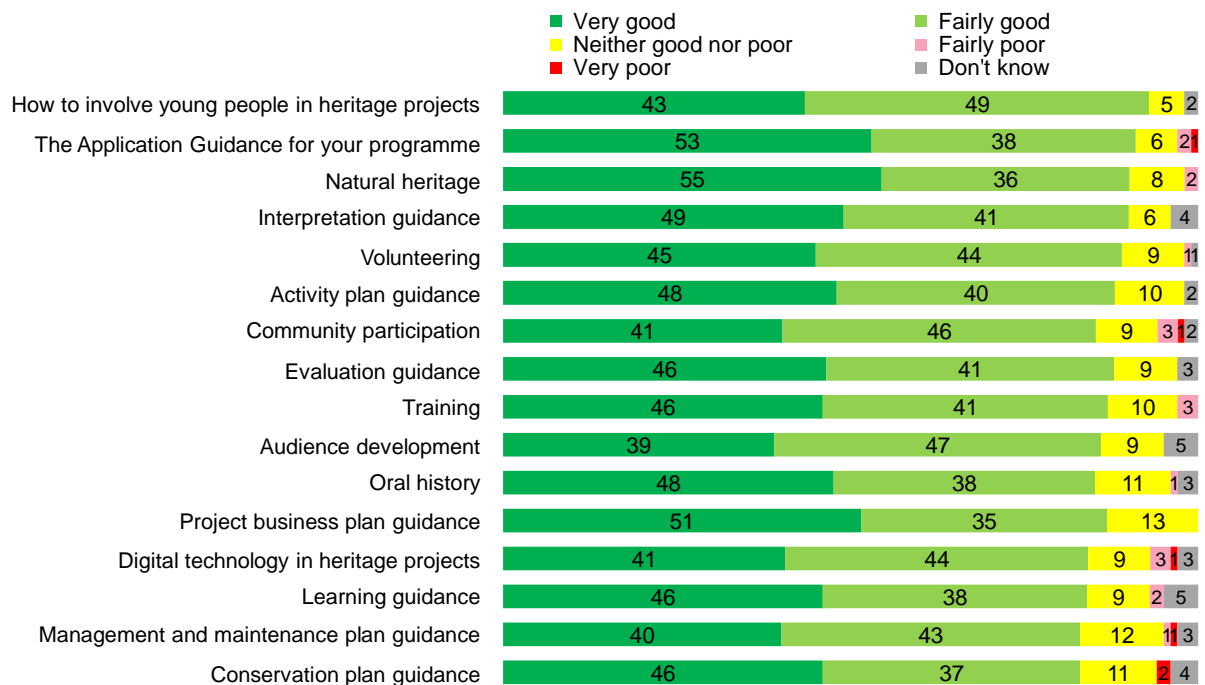
All Single stage and 1<sup>st</sup> round Applicants who recall looking at guidance notes (1023)

From November 2015, this survey will move from a telephone to an online methodology. To test the transition BDRC Continental ran an online pilot survey alongside the Applicants telephone survey in June (please see introduction for more information). The online pilot survey produced a significantly higher recall of guidance notes than the telephone survey, providing us with robust base sizes to analyse a range of different guidance notes. With this in mind the chart below includes guidance notes ratings from the online and telephone surveys.

The majority of guidance notes received positive ratings, although there was some variation on the level of positivity.

### 7.5.1 Chart showing ratings of guidance notes

## Ratings of guidance notes (%)



Base: All group 1 & 2 applicants using guidance notes (various)  
 Showing all with base sizes of 50 and over

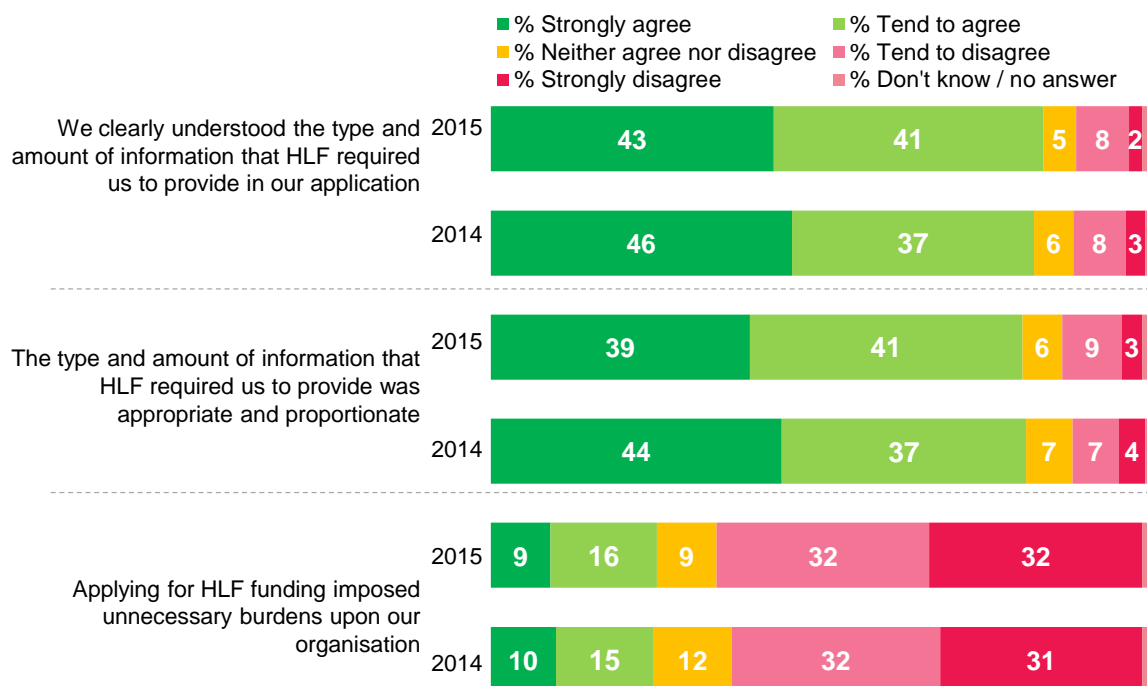
## 7.6 The application form

Consistent with 2014, the vast majority of Applicants (84%) agreed that they clearly understood the type and amount of information they were required to provide in their application, and a similar proportion (80%) that the information was ‘appropriate and proportionate’. There have been slight drops in the proportion stating they ‘strongly agree’ with these statements, although these changes are not significant.

Around two thirds of Applicants (64%) disagreed that ‘applying for HLF funding imposed unnecessary burdens upon our organisation’. 1 in 4 Applicants (25%) agreed with this statement. 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.

### 7.6.1 Chart showing ratings of the application form

## Rating the application form (%)



Base: All single-round and first-round applicants (1093 in 2015, 1615 in 2014)  
Percentages of less than 2% not shown on the chart for clarity

## **7.7 Producing applications**

For the majority of applications (86%), more than one person was involved in preparing the application. Around 3 in 5 projects (62%) involved more than 3 people. 31% of Applicants sought help from an outside organisation to prepare their application.

## 8. Assessment

### 8.1 Contact with HLF

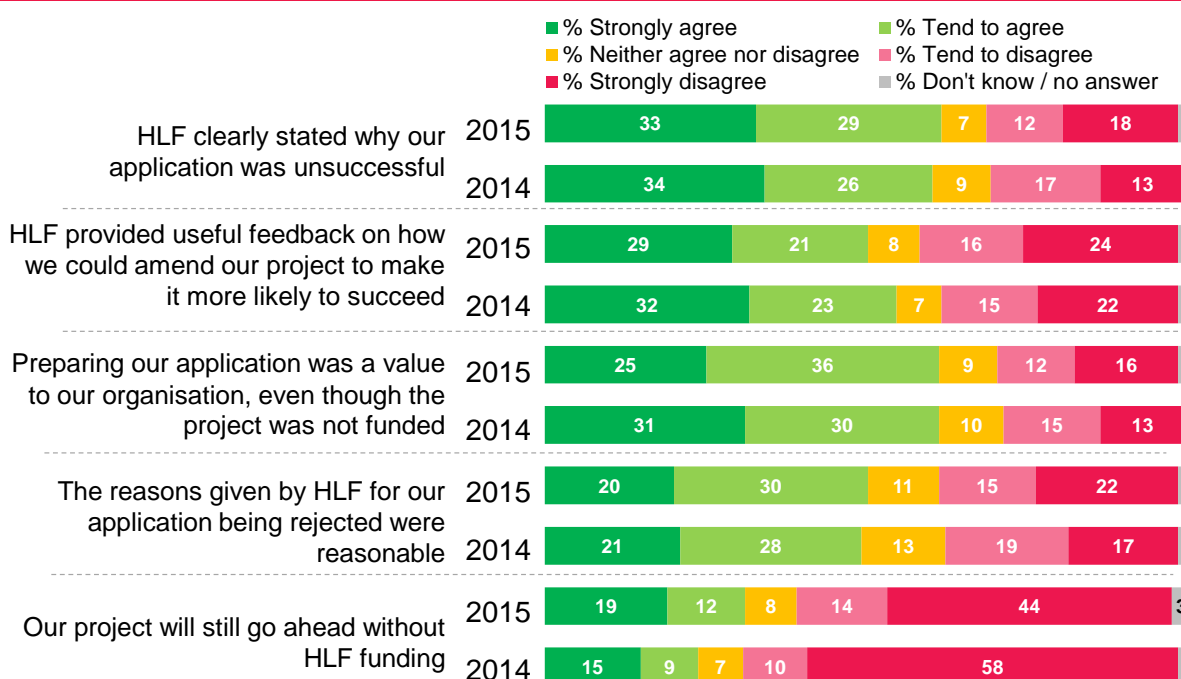
53% of single and first round Applicants were contacted by their Grants Officer while their application was being considered, a drop from 56% in 2014 and 59% in 2013. This is lower amongst 'rejected' applications (47% compared to 57% amongst 'accepted applications').

### 8.2 Rejected applicant feedback

As in 2014, the majority of rejected Applicants were positive about the application experience, although they demonstrate a higher propensity than accepted Applicants to give negative responses. 62% agreed that 'HLF clearly stated' why their application was unsuccessful (30% disagreed); 50% agreed that 'HLF provided useful feedback on how we could amend our project' (40% disagreed); and 61% agreed that 'preparing the application was a value to the organisation...' (28% disagreed). 50% of rejected Applicants agreed that the reasons given for the application being rejected were reasonable; 37% disagreed. Around 1 in 5 rejected Applicants (19%) stated that their project will still go ahead without HLF finding.

#### 8.2.1 Chart showing rejected applicant feedback

### Rejected applicant feedback (%)



Base: All single-round and first-round rejected applicants (410 in 2015, 665 in 2014)  
Percentages of less than 4% not shown on the chart for clarity



## 9. Project development – second round Applicants

### 9.1 Headline findings

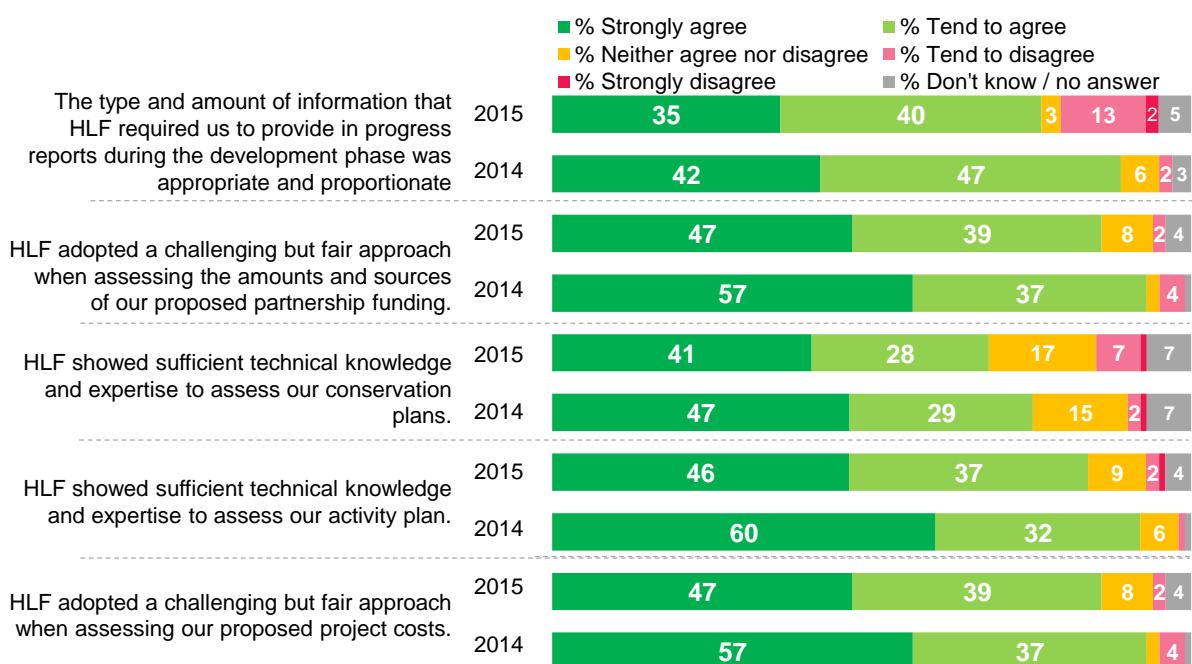
The mean score for the overall handling of the process given by second round Applicants was higher than single and first round Applicants at 8.1/10. The vast majority of second round Applicants (94%) stated they are likely to recommend HLF to another organisation.

### 9.2 HLF staff support

Around two thirds of second round Applicants (63%) had an HLF – appointed mentor for the development phase of their project. As in 2014, of those who did, the majority (88%) stated that they were helpful – 73% very helpful. Second round Applicants were positive about how HLF handled the application process. There was some negativity around the type and amount of information HLF required them to provide in progress reports, 15% disagreeing that it was appropriate and proportionate.

#### 9.2.1 Chart showing second round decision applicant feedback

### Second round decision applicant feedback (%)



Base: All second round decision applicants (124 in 2015, 133\* in 2014)  
Percentages of 2% or less not shown on this chart for readability



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### 9.3 Second round Applicants - process summary

The vast majority of second round Applicants (97%) submitted their application online. Those who did were positive about the process, 73% describing the overall ease of use as 'very/fairly good', similar to the 71% reported in 2014. Other ratings include:

- 73% rated 'the presentation of questions and help notes' as 'very/fairly good'
- 72% rated the layout and design as 'very/fairly good' (71% in 2014)
- 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
- 68% of second round Applicants rated 'ease of adding attachments' as 'very/fairly good' (71% in 2014). Around 1 in 4 (23%) describing this process as poor.
- When asked to suggest improvements to the online application, 'making it easier to send attachments' was the most common mention, 16% suggesting this. Other suggested areas of improvement included:
  - Reducing technical problems (8%)
  - Reducing repetitive/irrelevant questions (7%)
  - Allowing changes to formatting/text (7%)
  - Making the questions clearer (6%)
  - Providing more space to write answers (5%)
- 75% 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,' an 8 percentage point (although not significant) decline on 2014 when 83% gave this rating.

95% of second round Applicants recall looking at guidance notes when they were preparing their application. 63% of second round Applicants recall the specific guidance notes they read or used during the application. The breakdown is illustrated below:

Guidance notes (Top 10 recalled)	All Applicants who can recall using guidance notes %
The application guidance for the programme you were applying to	45%
Activity plan guidance	21%
Evaluation guidance	13%
Project business plan guidance	9%
Management and maintenance plan guidance	8%
Interpretation guidance	7%
Conservation plan guidance	6%
Community participation	4%
Digital technology in heritage projects	4%
Learning guidance	4%
<b>Did not recall any</b>	<b>37%</b>

All second round Applicants who recall looking at guidance notes (113)

Ratings of the application writing process were generally positive, although it is worth noting that they are less positive than in 2014. 80% agreed they clearly understood the type and amount of information required (compared to 86% in 2014). 77% agreed that the type of information was appropriate and proportionate (87% in 2014). 38% agreed that applying for HLF funding imposed unnecessary burdens on their organisation, a rise on the 28% that reported this in 2014.

83% of second round Applicants were contacted by a HLF grants officer during their second round assessment, a drop on the 92% who reported this in 2014. 93% found the contact with the grants officer 'very/fairly helpful'. 62% 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 %
Project cost planning	77%
Conservation planning	73%
Activities planning	52%
Future management and maintenance planning	52%
Long-term financial viability	47%
Environmental sustainability	34%

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

## 10. Grantee Customer Care Survey

### 10.1 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.

### 10.2 Grant programme

	Number of responses	Proportion of total	Number in sample	Proportion of total
Heritage Grants	52	8%	127	9%
First World War	58	9%	144	10%
Your / Our Heritage	291	43%	598	42%
Parks for People	3	<1%	10	1%
RPOW	3	<1%	4	<1%
Catalyst Small Grants	22	3%	59	4%
Landscape Partnership	3	<1%	6	<1%
Skills for the future	2	<1%	5	<1%
Start-up grants	7	1%	11	1%
Townscape Heritage Initiative	3	<1%	8	1%
Young Roots	52	8%	127	9%
Collecting Cultures	1	<1%	4	<1%
Sharing Heritage	52	8%	134	9%
All Our Stories	126	19%	181	13%
<b>Total</b>	<b>675</b>		<b>1423</b>	

### 10.3 Organisation type

	Number of responses	Proportion of total	Number in sample	Proportion of total
Church organisation or other faith-based group	44	7%	91	6%
Community / voluntary group	473	70%	977	69%
Local authority	90	13%	203	14%
Public sector body	68	10%	152	11%
<b>Total</b>	<b>675</b>		<b>1423</b>	

### 10.4 Decision maker

	Number of responses	Proportion of total	Number in sample	Proportion of total
Committee	47	7%	107	8%
Delegated	608	90%	1256	88%
Trustee	20	3%	60	4%
<b>Total</b>	<b>675</b>		<b>1423</b>	

## 10.5 Region

	Number of responses	Proportion of total	Number in sample	Proportion of total
East Midlands	48	7%	94	7%
East of England	69	10%	144	10%
London	60	9%	152	11%
North East	40	6%	87	6%
North West	70	10%	146	10%
Northern Ireland	27	4%	46	3%
Scotland	57	8%	123	9%
South East	79	12%	171	12%
South West	94	14%	182	13%
Wales	27	4%	55	4%
West Midlands	56	8%	123	9%
Yorkshire and Humber	48	7%	99	7%
<b>Total</b>	<b>675</b>		<b>1423</b>	

## 10.6 Grant size

	Number of responses	Proportion of total	Number in sample	Proportion of total
£10,000 or less	268	40%	601	42%
£10,001 - £99,999	340	50%	664	47%
£100,000 - £1,999,999	58	9%	132	9%
£2,000,000 - £4,999,999	7	1%	22	2%
£5million or more	2	<1%	4	<1%
<b>TOTAL</b>	<b>675</b>		<b>1423</b>	

## 10.7 Heritage area

	Number of responses	Proportion of total	Number in sample	Proportion of total
Historic buildings and monuments	88	13%	177	12%
Industrial maritime and transport	23	3%	48	3%
Intangible heritage	216	32%	487	34%
Land and biodiversity	74	11%	167	12%
Museums, libraries, archives and collections	88	13%	207	15%
Community heritage	186	28%	336	24%
<b>Total</b>	<b>675</b>		<b>1423</b>	



# 11. Overall satisfaction

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## 11.1 Overall rating

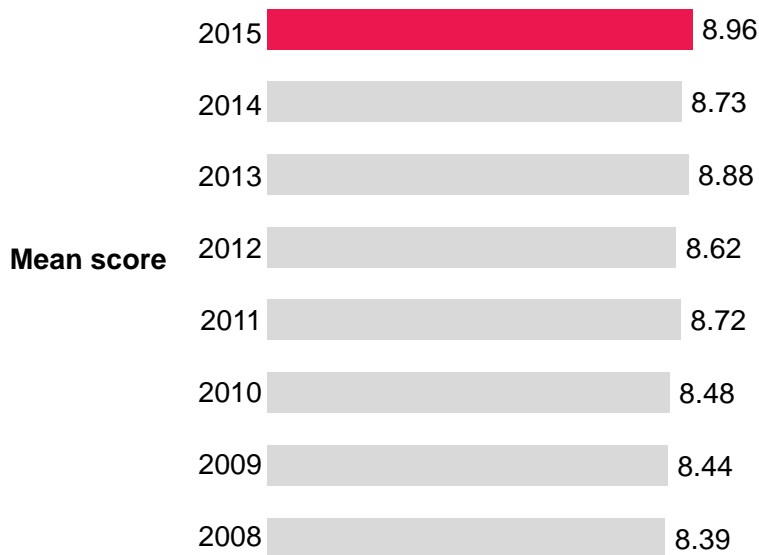
Grantee feedback on the service provided by HLF during the implementation of the project is an essential element of the grant-awarding process. Ratings are higher than in any previous year, Grantees giving a mean score of 8.96/10. The high ratings are driven by First World War (9.23/10) and Your/Our Heritage (9.13/10) projects.

### 11.1.1 Chart showing the overall rating of the service provided by HLF

## Overall rating of service provided by HLF – Mean Scores

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



Base: All grantees 2008 (529), 2009 (600), 2010 (599), 2011 (566), 2012 (541), 2013 (417), 2014 (620) 2015 (675)



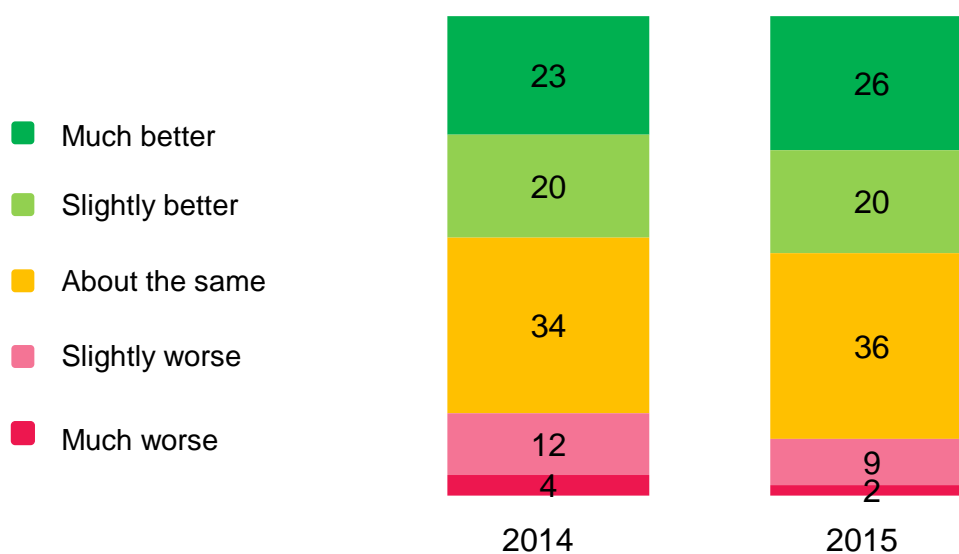
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## 11.2 Other grant-providers

As in 2014, around three-quarters of Grantees (73%) had received a grant from another organisation in the past 5 years. Almost half of these (46%), stated that the experience with HLF was better and around a third (36%) that it was about the same. Only 11% described it as worse.

### 11.2.1 Chart showing comparisons to other grant providers

## Comparison to other grant providers (%)



Base: All grantees that had applied for a grant with another provider in the last 5 years 2015 (491), 2014 (620)

## 12. The project lifecycle

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### 12.1 Permission to start

The vast majority of Grantees (94%) stated that they received the go-ahead to start their project within the timescale they expected. Only 4% felt that their project was delayed, although this did rise to 10% amongst Heritage Grants projects. Of the 26 Grantees whose project was delayed, 10 did not feel that the delay was justified.

### 12.2 Contact with Grants Officer

85% of Grantees contacted their Grants Officer while their project was being implemented, a drop on the 93% that did so in 2014. First World War projects (the most satisfied) were the least likely to have done so. Of those that did, almost all (99%) felt that the contact was helpful; 89% stated that it was *very* helpful.

Similar to 2014, 58% of Grantees retained the same Grants Officer throughout the course of their project; 24% experienced one change and 13% more than one change. There was some correlation between satisfaction ratings and changes in grants officer. Projects that had not changed a Grants Officer rated the overall experience as 9.11/10, projects that had one change 8.83/10, two changes 8.74/10 and two plus changes 8.28/10.

## 12.3 Monitoring forms

Almost 9 in 10 Grantees (88%) submitted their monitoring form online. This is a similar proportion to 2014 (87%) halting the significant increases in previous years (82% submitted their form online in 2014, and 50% in 2012). Around 1 in 5 (17%) submitted a hard copy of their monitoring form, a decline on 2014 (when 23% did so) and on 2013 (when 31% did so).

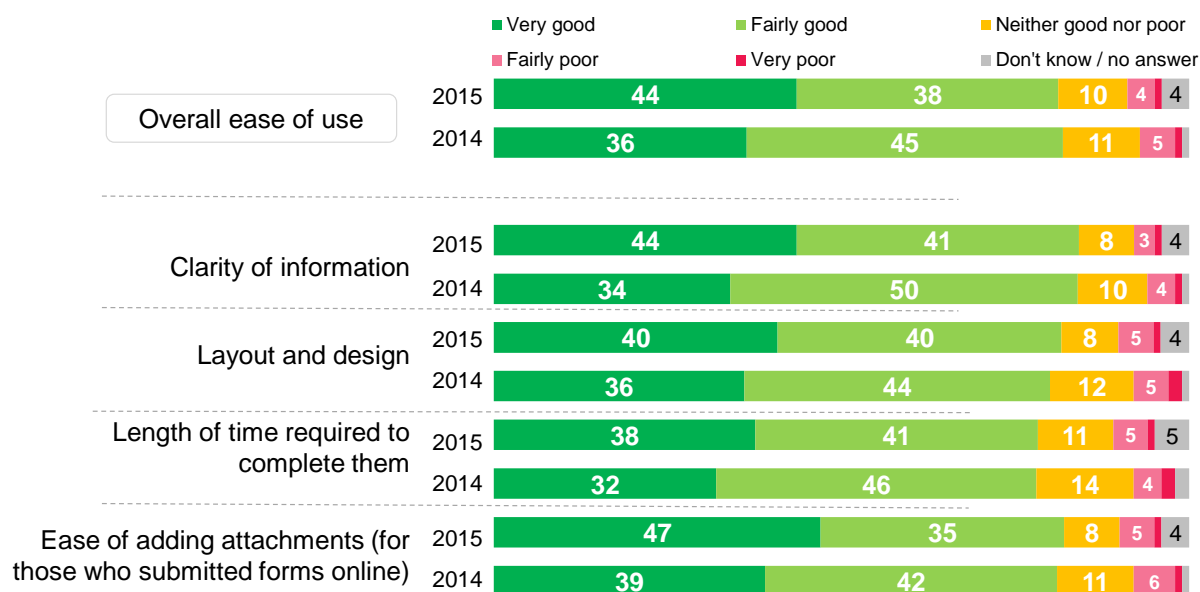
Grantees were positive about the monitoring forms, 82% stating that the overall ease of use was 'very/fairly good' (compared to 81% in 2014). Other positive ratings include:

- 85% rated the 'clarity of information' as very/fairly good (84% in 2014)
- 80% 'layout and design' (80% in 2014)
- 79% 'length of time required to complete them' (78% in 2014)
- 82% 'ease of adding attachment' (81% in 2014).

Although the net 'very/fairly good' ratings are consistent with 2014, 'very good' ratings have increased across all measures.

### 12.3.1 Chart showing the ratings of monitoring forms

## Rating the monitoring forms (%)



Base: All grantees (675 in 2015, 620 in 2014)  
Percentages of 2% and under not shown on the chart for clarity

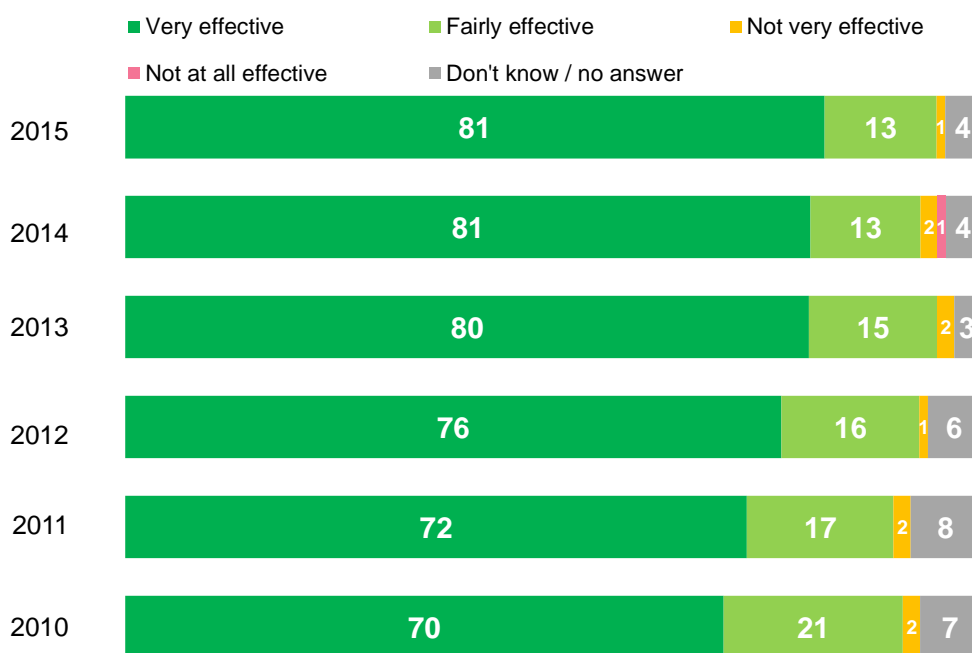
As in 2014, almost 9 in 10 Grantees (87%) agreed that the type and amount of information asked for in the monitoring documents was appropriate and proportionate.

## 12.4 Payment drawdown

It is HLF's policy to make all grant payments within 15 working days of receiving all relevant supporting information. Consistent with previous years, the majority (94%) of Grantees stated that the HLF was 'very/fairly effective' in making payments within this specified time, 81% stating they were 'very effective'.

### 12.4.1 Chart showing grant drawdown effectiveness

## Grant drawdown effectiveness (%)



Base: All grantees (675 in 2015, 620 in 2014, 417 in 2013, 541 in 2012, 556 in 2011, 599 in 2010)



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## 12.5 External Monitors

According to HLF records, 23 of the surveyed Grantees were appointed an external monitor following their grant award decision. 19 confirmed this was the case, 15 stating they were appointed one monitor and 4 more than one monitor.

Of the 19 Grantees who stated they had contact with an external monitor, 17 said contact with them was easy and that that their monitor was helpful.

## 12.6 HLF Mentors

9% of Grantees had an HLF mentor working with them on their project, a drop from 16% in 2014. As in 2014, the vast majority found contacting their HLF mentor easy (96%) and helpful (92%).

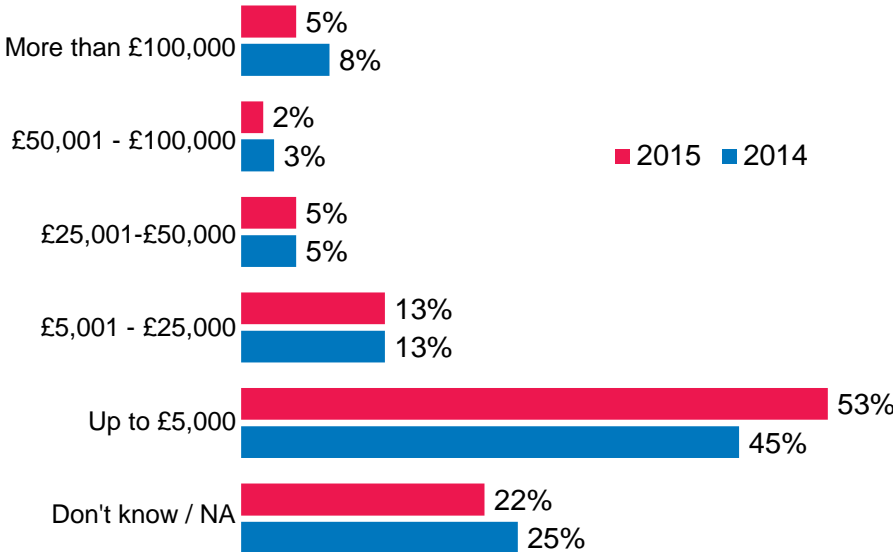
# 13. Project costs and completion dates

## 13.1 Project costs

Similar to 2014, around 1 in 5 Grantees (17%) reported that their project costs increased during the implementation of their project. The costs increased by no more than £5,000 for around half (53%) of these Grantees.

### 13.1.1 Chart showing project cost increases

#### Project cost increases

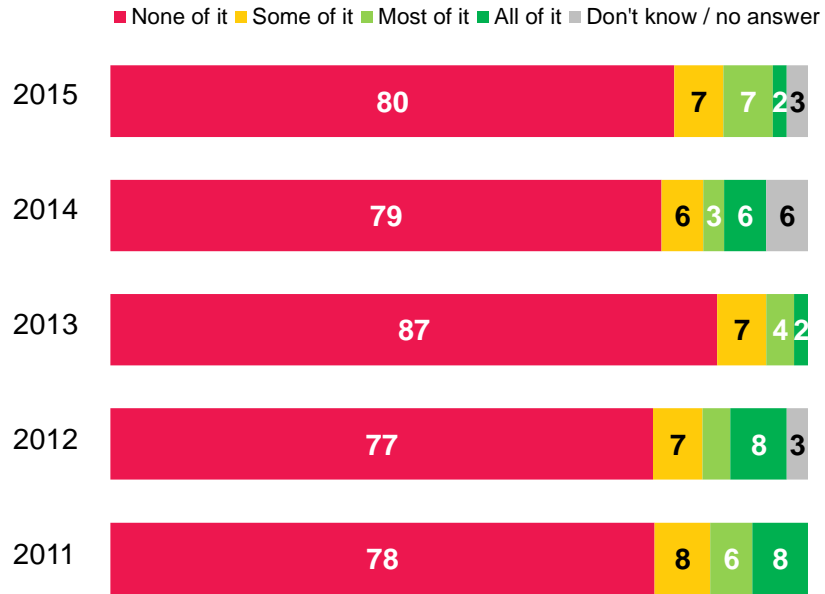


Base: All grantees whose project costs increased during implementation (113 in 2015, 131 in 2014)

Of the Grantees that did encounter an increase in project cost, 16% had at least some of their costs met by HLF (similar to the 15% in 2014). 80% of Grantees had none of the extra costs covered by HLF.

13.1.2 Chart showing additional funding provided by HLF

## Additional funding provided by HLF (%)



Base: All grantees whose project costs increased during implementation (113 in 2015, 131 in 2014, 85 in 2013, 135 in 2012, 144 in 2011)

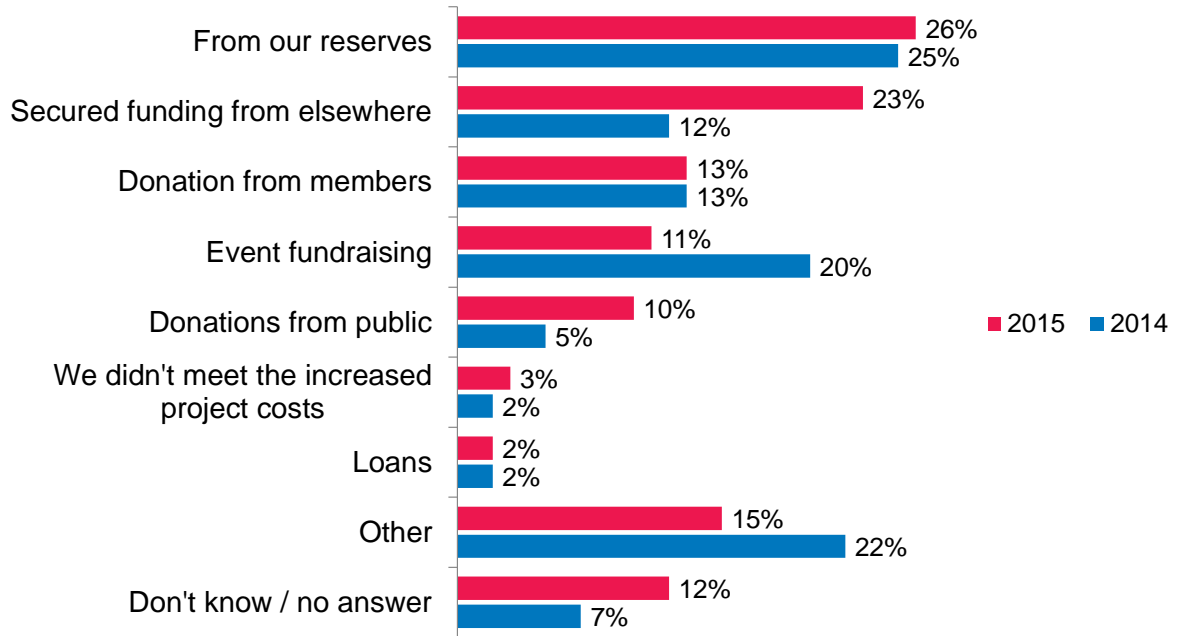


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Only 3% of Grantees whose increased costs were not entirely covered by HLF were unable to meet them (2% in 2014). As in 2014, projects were most likely to have met extra costs via their own reserves, 26% having done so (25% in 2014). 23% secured funding from elsewhere, an 11 percentage point rise on the 12% that reported this in 2014.

### 13.1.3 Chart showing how the increased costs were met by projects

## Meeting the balance of increased costs not covered by the HLF



Base: All grantees whose project costs increased during implementation and were not fully paid for by HLF (111 in 2015, 123 in 2014)



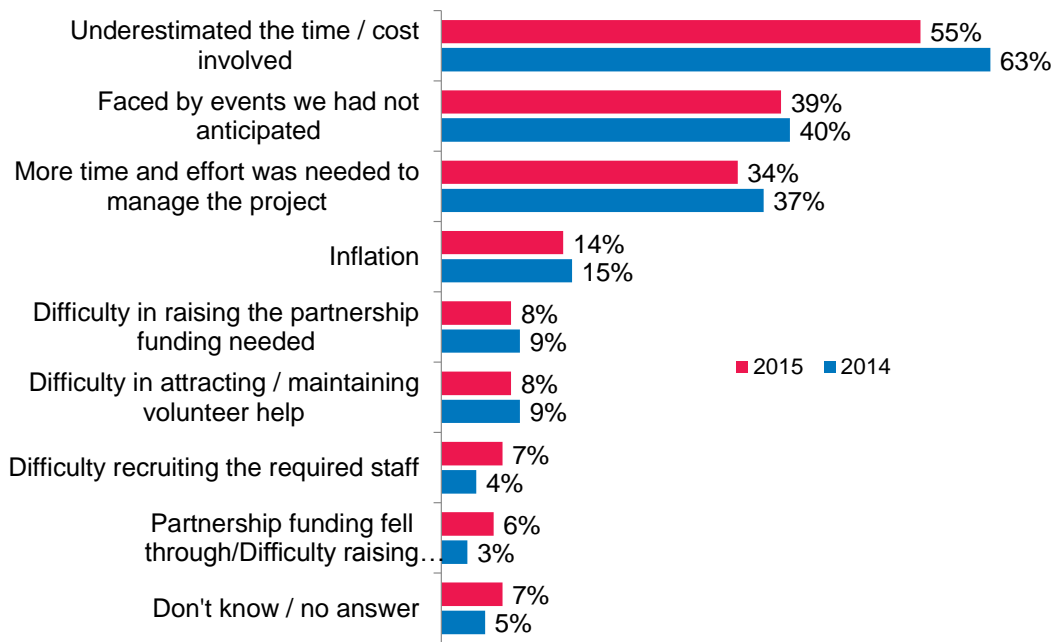
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As in 2014, ‘underestimating the time/cost involved’ (55%) and ‘faced by events we had not anticipated’ (39%) were the most common reasons given for project cost increases. Of the 43 people who cited ‘events we had not anticipated’ as a factor in influencing project costs increases, the most common reasons given were ‘additional work required’ (32%), ‘underestimated the cost/applied for too little’ (18%) and ‘extended scope of the project’ (12%).

### 13.1.4 Chart showing the reasons for project cost increases

## Reasons for encountering project cost increases



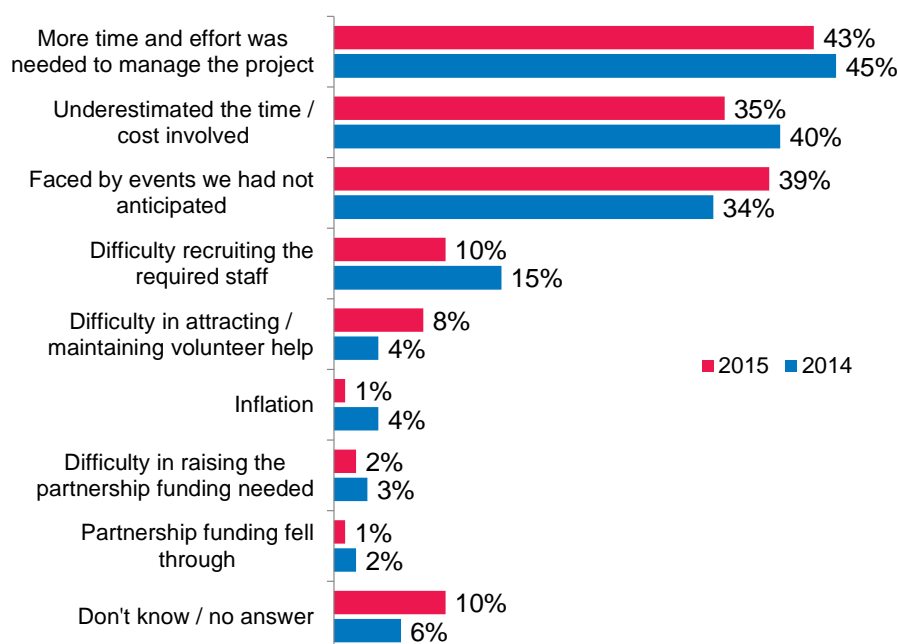
Base: All grantees whose project costs increased during implementation and were not fully paid for by HLF (111 in 2015, 123 in 2014)

## 13.2 Completion dates

Around 2 in 5 Grantees (42%) reported that the completion date of their project was extended or delayed, 6 percentage points less than in 2014 (48%). 'More time and effort needed to manage the project' (43%), 'faced by events we had not anticipated' (39%), 'underestimating the time/cost involved' (35%) and 'difficulty recruiting the required staff' (10%) were the most common reasons cited.

### 13.2.1 Chart showing reasons projects encountered delays/extensions

## Reasons for encountering delays / extensions to project completion dates



Base: All grantees whose project completion date was extended /delayed ( in 2015, 299 in 2014, 206 in 2013, 367 in 2012, 331 in 2011)

Amongst those who cited events they had not anticipated as causing a delay the most common drivers of this were 'availability of staff' (29%), 'additional work needed' (18%) and 'adverse weather conditions' (12%).

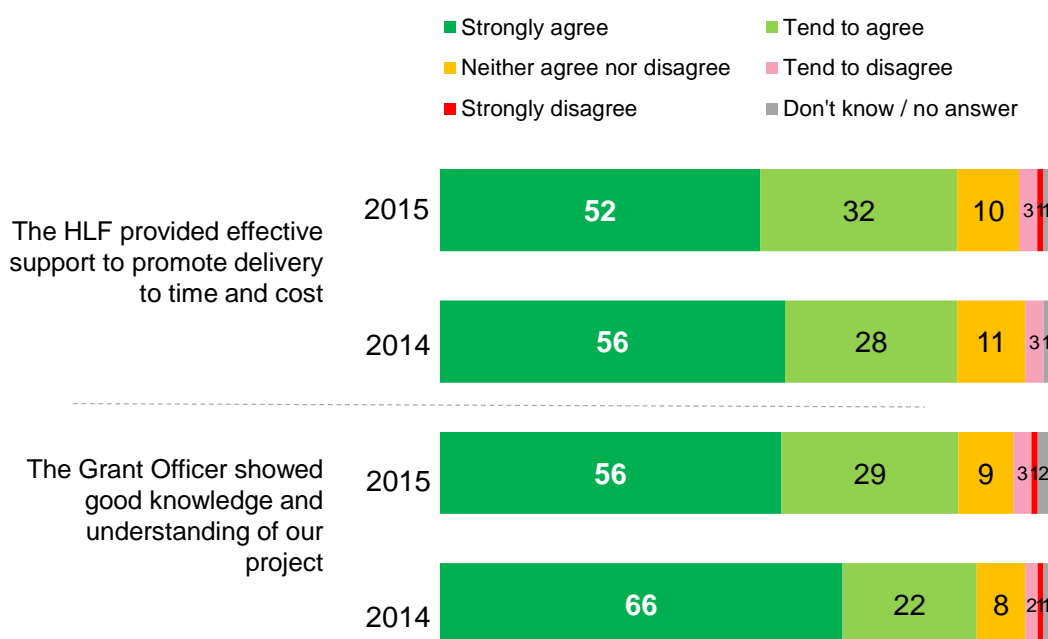
## 14. HLF Support

### 14.1 HLF support

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 tends to drive positive overall ratings. Positively, the majority of Grantees (84%) agreed that HLF provided effective support to promote the delivery of their project to time and cost. A similar proportion (85%) agreed that their Grant Officer showed good knowledge and understanding of their project. Agreement levels remain broadly consistent with 2014, although the proportion strongly agreeing has declined.

#### 14.1.1 Chart showing ratings of HLF support

### HLF Support (%)



Base: All grantees (675 in 2015, 620 in 2014)

### 14.2 Other HLF-funded projects

BDRC Continental's research elsewhere also 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.

Around a third of Grantees (31%) spoke to other people involved in HLF-funded projects, a slightly lower proportion than in 2014 (36%) although higher than in 2013 (29%). 90% of

Grantees that spoke to another HLF-funded project described the contact as beneficial, 54% highly beneficial. The contact was most likely to be beneficial in providing shared experiences (62%), sharing best practice (52%), providing support (31%) providing someone to discuss things with (29%).

The suggestion to speak to other HLF-funded projects was made by HLF in around a third (32%) of cases where contact was made. Given the benefit Grantees report from this contact, could HLF be more proactive in connecting organisations with others?

### **14.3 Post project evaluation**

Consistent with previous years, the vast majority of Grantees agreed that the evaluation HLF requested on project completion was appropriate in terms of depth and scope (87%) and that the exercise was useful to them (89%). As in 2014, around 4 in 5 Grantees (77%) shared at least 'a little' of their evaluation results with others. 51% shared 'a lot'.

## 15. Appendix 1 – Statistical reliability

### 15.1 Guide to statistical reliability

The Customer Care research is 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 1217 respond with a particular answer, the chances are 95 in 100 that this result would not vary more than plus or minus 2.8 percentage points, from the result that would have been obtained if we did 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.

Size of sample or sub-group on which survey result is based	10% or 90% ±	30% or 70%±	50%±
All Applicants (1217)	1.7	2.6	2.8
All approved Applicants (800)	2.1	3.2	3.5
All rejected Applicants (417)	2.9	4.4	4.8
First and single round Applicants (1093)	1.8	2.7	3.0
Second round Applicants (124)	5.3	8.1	8.8
All Grantees (675)	2.3	3.5	3.8

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

Size of sample or sub-group on which survey result is based	10% or 90% ±	30% or 70% ±	50% ±
Approved (800) vs. rejected Applicants (417)	3.6	5.4	5.9
Applicants 2015 (1217) vs. Applicants 2014 (1748)	2.2	3.4	3.7
Grantees 2014 (675) vs. Grantees 2013 (620)	3.3	5.00	5.5

## 16. Appendix 1 – Statistical reliability

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## **17. Appendix 2 – Switching methodologies**

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### **17.1 Introduction**

From 2016 onwards, the Applicants and Grantees Customer Care survey will be switching from the current CATI (Computer Assisted Telephone Interviewing) methodology to an online interviewing methodology. The online methodology is more cost-effective for HLF and provides Applicants and Grantees with the opportunity to fill out the survey at a time of their convenience. The added convenience and reduced time pressure drives greater granularity of responses, providing HLF with a better understanding of the service they provide.

The decision to switch to online had been previously resisted due to limited online engagement. However, given that the vast majority filled their grant applications out online, HLF now feel that the transition will not have a negative impact on the ability of people to fill out the survey.

### **17.2 Challenges to switching methodologies**

A key challenge when migrating methodology is maintaining comparability. Typically, 'hard to reach' or 'unengaged' respondents (such as rejected applicants) are less likely to respond to an online survey than a telephone survey. A further challenge is the different practical experiences which subsequently lead to differing responses. Respondents tend to be more positive to a person (as on the telephone) than when they are responding online. They also have more time to reflect on their answers online than on the telephone. Unavoidable question design differences can also drive different results. The differences prompted by methodology pose a challenge when comparing results to previous years. This makes it difficult to understand whether movements in ratings are due to changes in HLF service delivery or the change in research design, rendering trend data indicative at best.

To overcome these challenges we ran a 'pilot online survey' alongside the most recent wave of Applicants and Grantees telephone interviews. By conducting the surveys at exactly the same time, with identically composed samples, we aimed to accurately gauge the main methodological differences in responses. The next sub-section explains the pilot methodology in more detail.

### 17.3 Pilot survey methodology and samples

As outlined above, to ensure reliable comparability between the online pilot and telephone methodologies, it was essential that the conditions between surveys were as similar as possible. Both were conducted in June 2015 assessing:

- Applicants that had received a decision between October 2014 – March 2015
- Grantees whose project had completed between October 2014 – March 2015

The samples for Applicants and Grantees were split into two separate sub-samples with identical representation according to:

- Programme type
- Region
- Grant awarded
- Decision type (Applicants only)

Surveys were sent out to all online respondents on the 1<sup>st</sup> June 2015 with a deadline to complete at midnight 30<sup>th</sup> June. Online respondents were given 2 x reminders to complete the survey. Telephone respondents were called within the same time-frame, each receiving up to three telephone calls from the interviewing team. The response rates for the online surveys were **59%** (Applicants) and **65%** (Grantees). The telephone survey response rate was **70%**. It is worth noting that although response rates were lower in the online methodology, the 'cost per complete' is significantly lower. As a consequence the online methodology allows HLF to interview larger samples, and potentially to generate larger response numbers overall.

Although samples were split equally, a key challenge was ensuring responses by sub-group reflected this. Positively, response rates were broadly similar across Applicants and Grantees surveys. As expected, one key area of difference was the response rates amongst 'approved' and 'rejected' Applicants respondents; rejected applicants significantly less likely to respond to the survey. This is a key area of differentiation, approved applicants significantly more likely to be positive about the application process. Their 'over-representation' in the online survey would therefore 'falsely' uplift satisfaction with HLF. To overcome this challenge, the online data was weighted by decision type to match the telephone survey results.

The tables below illustrate the unweighted breakdown of responses to online and telephone methodologies by sub-group:



## 17.4 Grant programme

	Applicants telephone	Applicants online	Grantees telephone	Grantees online
Heritage Grants	17%	16%	9%	7%
Young Roots	6%	5%	8%	11%
Landscape Partnership	2%	1%	<1%	%%
Parks for People	1%	1%	0%	1%
THI	1%	1%	<1%	0%
Grants for Places of Worship	16%	18%	1%	<1%
Heritage Enterprise	1%	1%	--	--
Our Heritage	27%	28%	29%	29%
Start-up Grants	3%	3%	2%	1%
Transition funding	2%	1%	--	--
First World War	11%	12%	18%	19%
Sharing Heritage	14%	13%	19%	20%
Catalyst Small Grants	--	--	6%	5%
Skills for the future	--	--	<1%	<1%

## 17.5 Region

	Applicants telephone	Applicants online	Grantees telephone	Grantees online
East Midlands	7%	7%	5%	6%
East of England	8%	10%	10%	10%
London	10%	11%	11%	14%
North East	6%	6%	7%	8%
North West	13%	11%	10%	9%
Northern Ireland	3%	4%	1%	1%
Scotland	9%	9%	8%	8%
South East	10%	10%	14%	12%
South West	9%	10%	15%	15%
Wales	8%	7%	4%	3%
West Midlands	8%	8%	8%	7%
Yorkshire and Humberside	8%	7%	7%	6%

## 17.6 Grant awarded

	Applicants telephone	Applicants online	Grantees telephone	Grantees online
£10,000 or less	21%	23%	47%	48%
£10,001 - £99,999	23%	26%	42%	44%
£100,000 - £1,999,999	18%	20%	10%	7%
£2,000,000 - £4,999,999	2%	2%	<1%	1%
£5million or more	0%	0%	1%	0%
Unsuccessful	36%	28%	--	--

## 17.7 Decision (Applicants only)

	Applicants telephone	Applicants online	Grantees telephone	Grantees online
Approved	64%	72%	--	--
Rejected	36%	28%	--	--

## 17.8 Survey outcomes

Having applied each of the stages outlined above, we can be confident that any differences in online and telephone survey results are driven by methodological (as opposed to circumstantial) factors. This section discusses the responses to the questionnaire in each survey, highlighting how and why differences emerged. The types of differences that occurred in the survey are best explained by separating question types into the following categories:

- **Stand-alone ratings:** questions asked of respondents individually e.g. overall satisfaction
- **Battery ratings:** questions where respondents were asked to rate a series of statements in one question
- **Information-based:** questions that required respondents to recall specific information. For example, marketing prompts or information on guidance notes.

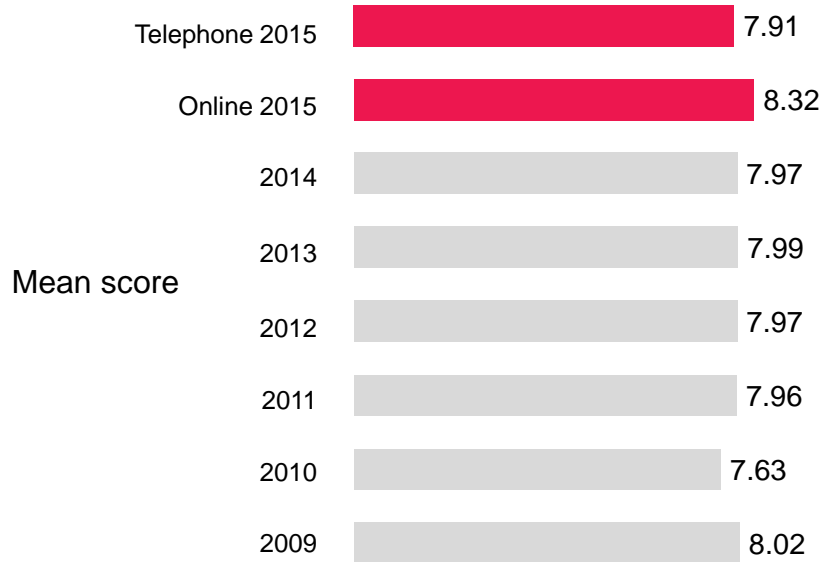
### 17.8.1 Stand-alone ratings

The pilot survey demonstrated that stand-alone ratings were higher amongst respondents to the online survey. As illustrated below, this was the case amongst both Applicants and Grantees.

## 17.8.2 Chart showing overall handling of the application process by methodology type

### Overall handling of the application process: mean scores

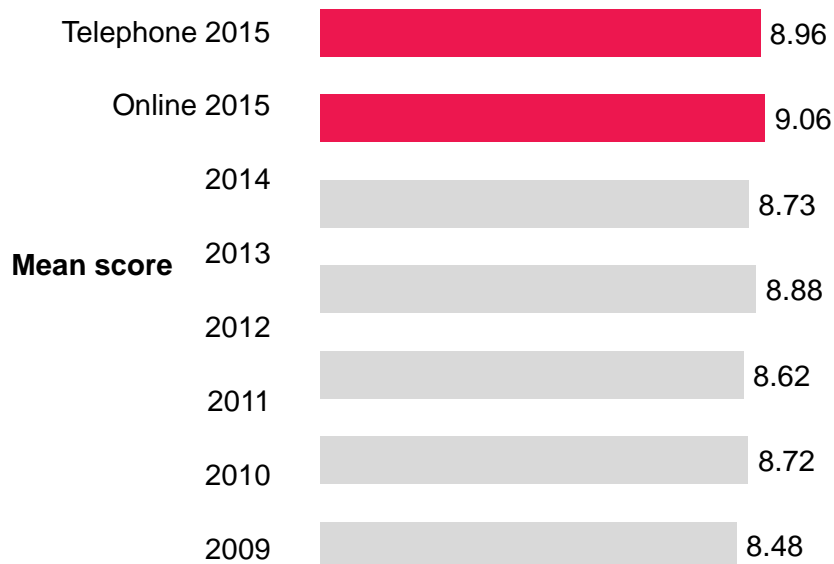
Taking everything into consideration, on a scale of 1-10 where 1 is 'very poor' and 10 is 'very good', how would you rate the HLF's handling of your application?



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### Overall rating of service provided for – Grantees

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



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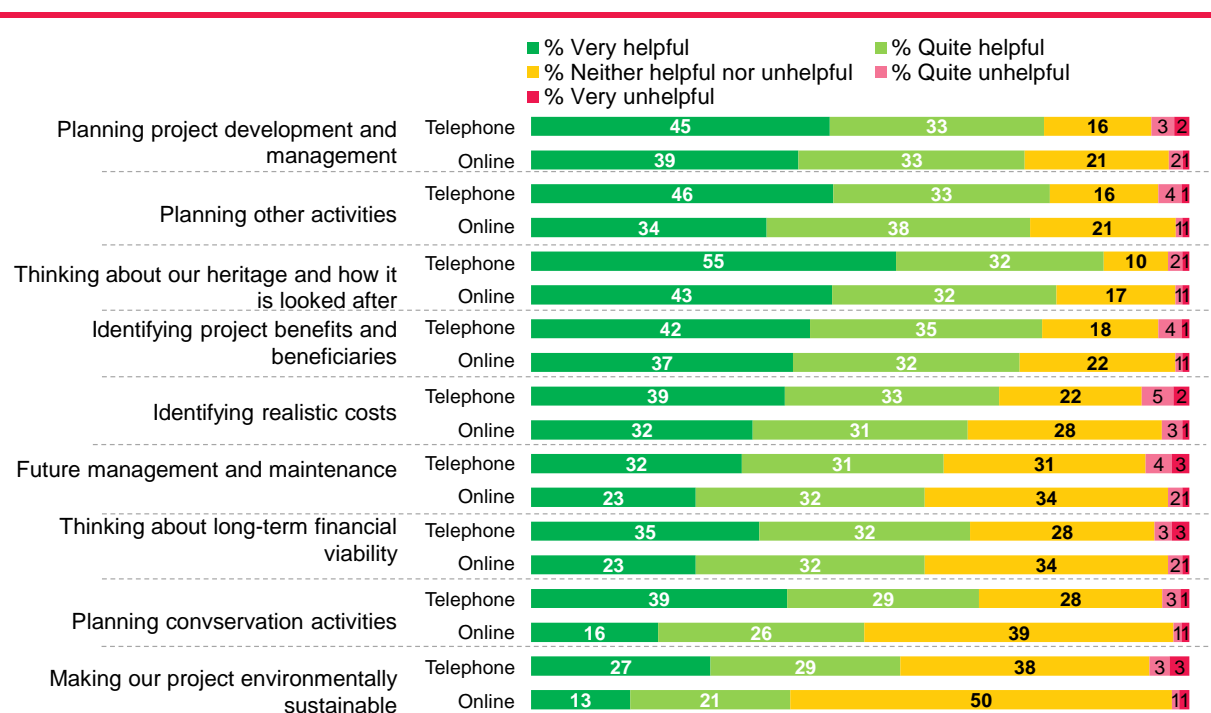
The reasons for this bias are not immediately obvious, although we can hypothesise that respondents are less likely to provide responses at the extremes when asked orally (as on the telephone) than when there is a visual prompt (as there is online online). This is particularly the case when asked to give a rating out of 10, where people naturally gravitate around the number 7. Online illustrations of numbers at the extremes (such as ‘very satisfied’ written above the 10), remove this bias, and can create a tendency to respond more positively.

### 17.8.3 Battery ratings questions

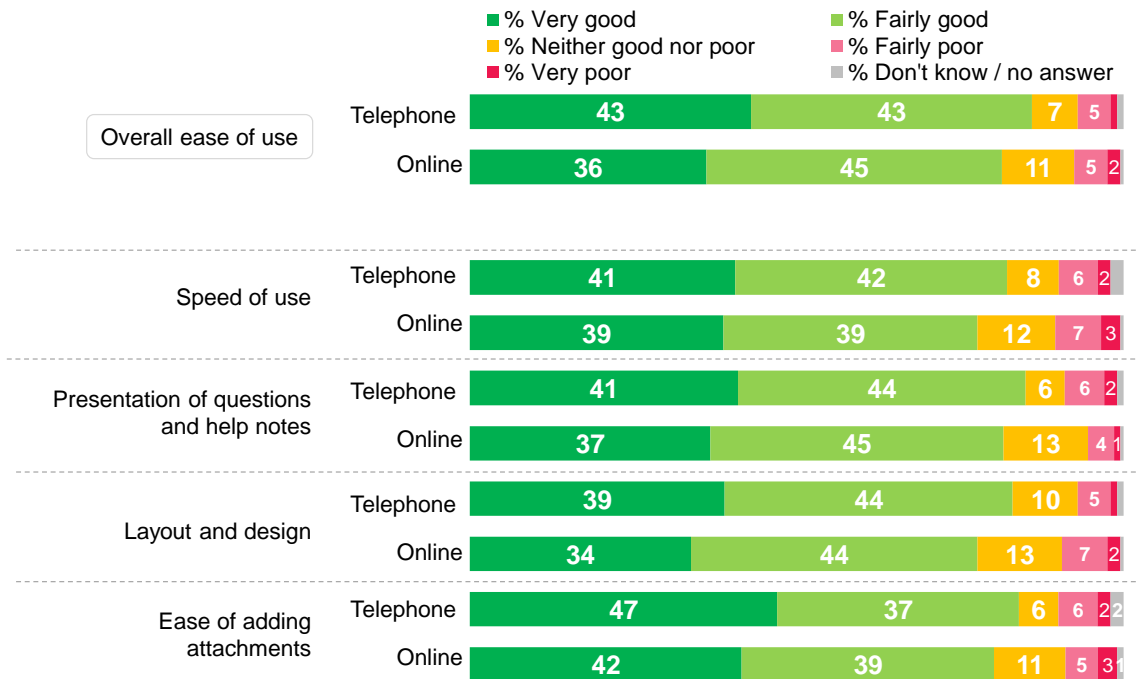
There are a number of instances throughout the Applicants and Grantees surveys where respondents are asked to rate a series of related statements consecutively. As illustrated in the charts below, in each of these cases, online respondents were less likely than telephone respondents to give positive results at the extremes e.g. ‘very helpful’ or ‘strongly agree’.

### 17.8.4 Chart showing ratings of HLF help by methodology

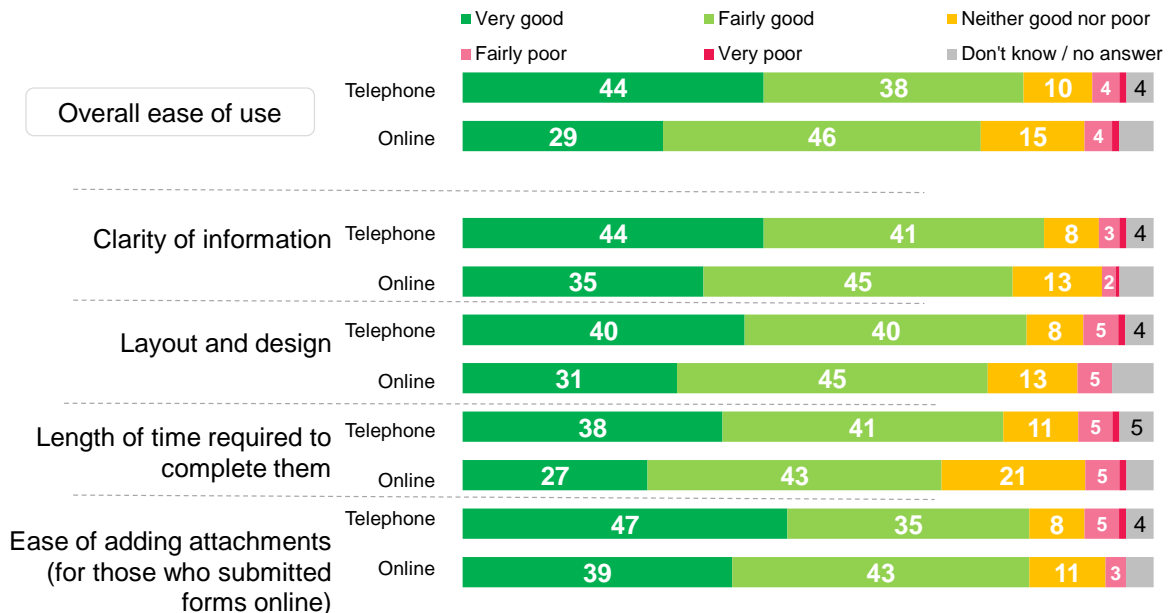
## Ratings of HLF help on specific aspects of the application (%)



## Ratings of the online application system (%)



## Rating the monitoring forms - Grantees (%)



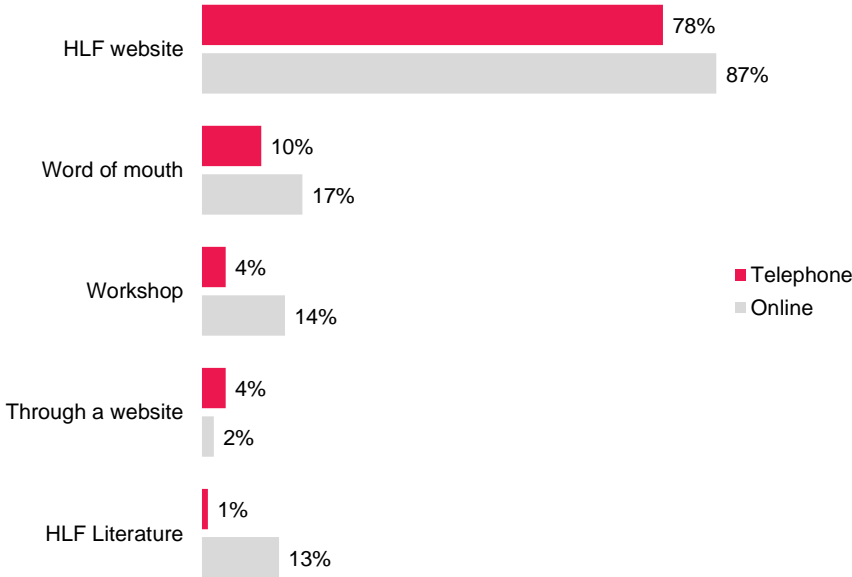
The 'battery ratings' variation is driven by a number of factors. Online surveys present each statement on one screen, meaning that respondents read each statement before they start their ratings. As a result of this, they are able to 'trade-off' statement ratings. They may be less likely to 'strongly agree' with a rating of a statement if they feel more strongly about any of the next statements. The grid presentation can also generate 'choice paralysis' where the trade-off becomes so challenging that the respondent automatically 'downgrades' ratings away from the extremes, settling for ratings that are in the direction of their user experience, or that are indifferent e.g. 'neither agree nor disagree'. In telephone surveys respondents are asked to rate statements individually. Respondents have no prior knowledge of upcoming statements, and are unable to 'trade-off' their responses. They are less likely to be impacted by choice-paralysis for the same reason. Online survey design does allow respondents to rate statements individually, but the continual need to click through questions can lead to respondent fatigue. It can be argued that the grid/trade-off presentation provides a more 'real-life' way of rating.

#### 17.8.6 Information-based questions

Applicant and Grantee online surveys both produced significantly higher recall of questions that required respondents to recall specific information about the process with HLF. As illustrated below, this was the case across a range of questions, particularly those that referred to marketing and guidance notes.

17.8.7 Chart showing information sources by methodology type

# How did you find information about HLF grant schemes? Applicants



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<b>Guidance notes</b>	<b>Telephone guidance notes recall %</b>	<b>Online guidance notes recall %</b>
The application guidance for the programme you were applying to	35%	67%
Evaluation guidance	5%	40%
Digital technology in heritage projects	5%	23%
Activity plan guidance	4%	46%
Learning guidance	4%	14%
Community participation	3%	36%
How to involve young people in heritage projects	3%	24%
Natural heritage	3%	8%
Volunteering	3%	31%
Management and maintenance plan guidance	3%	26%
Project business plan guidance	3%	18%
Interpretation guidance	2%	13%
Audience development	2%	16%
Archaeology guidance	2%	3%
Oral history	2%	19%
Don't know / no answer	51%	9%

These differences are driven by the fact that online surveys provide respondents with more time and 'mental space' to recall (and even research) specific elements of the service. A telephone survey requires respondents to remember under the pressure of a telephone call, which can be difficult for parts of the process that took place up to six months in the past. The lay-out of the online survey also encourages higher responses to information-based question – respondents can see the information sources on their screen during the duration of the time they are answering the question, whereas on the telephone they are expected to remember each source as they are read out.

Generally, the telephone methodology is effective in generating spontaneous information prompts, a measure of effectiveness. However, the greater granularity afforded by the online methodology provides more complete and useful responses.

## 17.9 On-going comparability

The key differences outlined above will invariably impact the ability to compare results from future waves against each of the 10 previous survey years. However, by conducting the pilot survey this wave, we have a 1 year benchmark for next year's survey results. For key ratings questions such as 'overall rating' we have generated a weighting variable from which we can up-weight all previous results and compare historically.