**National Heritage Memorial Fund and Heritage Lottery Fund tailored review: public call for evidence**

**Introduction**

The Department for Culture Media and Sport (DCMS) is conducting a tailored review of the National Heritage Memorial Fund (NHMF), including its activities operating as the Heritage Lottery Fund (HLF) to distribute National Lottery funding for heritage projects across the UK.

Tailored reviews are central to the Government’s Public Body Reform Programme. Their purpose is to challenge and seek assurance of the continuing need, efficiency and good governance of public bodies. Every public body is required to undergo a tailored review once during the lifetime of a Parliament.

To make a full assessment, we are seeking the views of people who are interested in, or work in, the heritage sector across the United Kingdom, including those who have applied for grant funding from the NHMF and/or HLF.

The full Terms of Reference for the review can be found on the DCMS website. If you have any queries about this review, please contact DCMS at albteam@culture.gov.uk

**The National Heritage Memorial Fund and Heritage Lottery Fund**

The NHMF presently receives £5m a year government funding to save the most outstanding parts of our heritage at risk of loss to the nation, as a memorial to those who have given their lives for the United Kingdom.

The NHMF also operates the Heritage Lottery Fund (HLF), which uses money raised by National Lottery players to provide funding to sustain and transform the UK’s heritage. HLF supports a broad range of heritage, including buildings, museums, wildlife, archaeology, historic parks, and the heritage of cultural traditions and memories. Since its inception HLF has awarded £7.1bn to over 40,000 projects. For 2016-17, HLF has set a grants budget of £435m.

**Disclosure of responses**

Information provided in response to this consultation, including personal information, may be subject to publication or disclosure in accordance with the access information regimes (these are primarily the Freedom of Information Act 2000 [FOIA], the Data Protection Act 1998 [DPA] and the Environmental Information Regulations 2004).

The Government may publish sections of responses received from organisations, but it will not attribute views or quotations to specific organisations or individuals.

If you want other information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory code of practice with which public authorities must comply and which deals, among other things, with obligations of confidence. In view of this, if you request confidentiality, it would be helpful if you could explain to us why you regard the information you have provided as confidential.

If we receive a request for disclosure of the information we will take full account of your explanation but cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department. The Department will process your personal data in accordance with the DPA and in the majority of circumstances this will mean that your personal data will not be disclosed to third parties.

**Completing the survey**

There are seven sections to this survey and it will take approximately 25 minutes to complete. You may partially complete the survey and return to it at a later late. To do this, you must use the same internet browser and the same computer when returning to the survey.

You do not have to answer all the questions - you can answer as many or as few as you wish and you may move backwards and forwards through the survey to review or amend your answers by using the buttons at the bottom of each page. When you are ready to submit your response, please click on the ‘forward’ button at the end of the survey. Once submitted, you will no longer have access to your responses.

The closing date for responses is 6th April, 2017 at midday. All partially completed responses will automatically be submitted on the closing date, and responses received after this date will not be considered.

If you require an easy to read or Welsh language version of this survey, please contact albteam@culture.gov.uk

**Section 1 - Who are you?**

All respondents:

Are you responding as an individual or as part of an organisation?

* Individual
* Organisation

If you are responding as part of an organisation:

What is the name of the organisation?

Which type of organisation do you represent? Please select all that apply.

* Business
* Charity
* Community or voluntary
* Local Government
* Other public sector \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Other (please specify) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Which sector(s) do you represent? Please select all that apply.

* Archaeology
* Church or faith-based heritage
* Cultures and memories (intangible heritage)
* Heritage buildings or monuments
* Industrial, maritime and transport heritage
* Landscape and natural heritage
* Libraries and archives
* Museums
* Parks
* Places of Worship
* Other (please specify) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The review team may wish to contact you if they have any questions about your survey responses. If you are happy to be contacted, please complete the information below. If not, please move on to the next question.

Name of organisation \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Your name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Job title \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Your work email address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Work telephone number with area code \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If you are responding as an individual:

Do you:  Please select all that apply.

* Participate in heritage as a professional e.g. a curator, archaeologist, researcher, archivist etc?
* Participate in heritage in your spare time e.g. member of a heritage organisation or charity, attend heritage events and visit places of interest, or volunteer with heritage-related organisations or groups?
* Other (please specify)?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The review team may wish to contact you if they have any questions about your survey responses. If you are happy to be contacted, please provide your contact details below. If you would rather not provide your contact details, please move on to the next question.

Your name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Your email address \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

All respondents:

Which of the twelve HLF geographical areas are you mainly based or work in?

* East Midlands
* East of England
* London
* North East
* Northern Ireland
* North West
* Scotland
* South East
* South West
* Wales
* West Midlands
* Yorkshire and the Humber
* UK-wide

Have you received funding from NHMF or HLF in the last three years?

* Yes
* No

If you haven’t received funding from NHMF or HLF in the last three years:

Is that because?

* You have not sought NHMF or HLF funding
* You have had an application for NHMF or HLF funding declined
* Other (please specify) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If you have received funding from NHMF or HLF in the last three years:

Which of the following types of funding have you received?  Please select all that apply.

* Catalyst Umbrella
* Collecting Cultures
* First World War: then and now
* Grants for Places of Worship
* Grants to save items that are of outstanding importance to the national heritage
* Heritage Endowments
* Heritage Enterprise
* Heritage Grants
* Landscape Partnerships
* Listed Places of Worship
* Our Heritage
* Parks for People
* Resilient Heritage
* Sharing Heritage
* Skills for the Future
* Start-up Grants
* Transition Funding
* Townscape Heritage
* Young Roots
* Other (please specify)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If you have applied for funding from NHMF or HLF in the last three years (whether or not you were successful):

What was the size of the grant(s) you applied for?

* £3k up to but not including £10k
* £10k up to but not including £100k
* £100k up to but not including £2m
* £2m up to but not including £5m
* £5m or over
* Other (please specify) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Section 2 - Form and functions**

All respondents:

NHMF and HLF have several functions. Do the functions a to c below accurately describe what NHMF and HLF do?

a.  Investing money from the National Lottery by providing funding to sustain and transform heritage.

* Yes
* Partially (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

b. Providing financial assistance towards the acquisition of assets of national heritage that are at risk of being lost.

* Yes
* Partially (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

c. Administration of the Listed Places of Worship Roof Repair Fund.

* Yes
* Partially (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

Do you think these functions are still needed?

a. Investing money from the National Lottery by providing funding to sustain and transform heritage.

* Yes
* Partially (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

b. Providing financial assistance towards the acquisition of assets of national heritage that are at risk of being lost.

* Yes
* Partially (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

c. Administration of the Listed Places of Worship Roof Repair Fund.

* Yes
* Partially (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

Q21 If you have any additional comments, please detail below.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The following features characterise a Non-Departmental Public Body (NDPB). Which of these do you think are essential for NHMF and HLF to operate? Please select all that apply.

* Accountable for their own budget; publish own annual reports & accounts
* National and regional scope
* Operational independence within strategic framework set by Ministers
* Headed by a Board of Trustees and managed by a CEO
* Accountable to Ministers and ultimately accountable to Parliament and the public
* None of the above
* Don’t know

In your view, what would be the most effective way to deliver the functions of NHMF and HLF?

* Non-Departmental Public Body (current model)
* Central government
* Local government
* Merge with a similar organisation
* Private sector
* Other (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

**Section 3 - Impact**

All respondents:

The rest of this survey will focus specifically on the Heritage Lottery Fund (HLF) unless otherwise specified. HLF provides funding to ‘sustain and transform heritage through projects that make a lasting difference for heritage, people and communities.’ It does so by identifying a range of outcomes that projects receiving funding might deliver.

How well is HLF currently delivering the outcomes listed below through the funding it provides for projects? (Please rate each statement listed down the left hand side using the headings along the top and then add any additional comments below)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Extremely well | Very well | Moderately well | Slightly well | Not well at all | Don't know |
| Heritage will be better managed |  |  |  |  |  |  |
| Heritage will be in better condition |  |  |  |  |  |  |
| Heritage will be better interpreted and explained |  |  |  |  |  |  |
| Heritage will be identified/recorded |  |  |  |  |  |  |
| People will have learnt about heritage |  |  |  |  |  |  |
| People will have developed skills |  |  |  |  |  |  |
| People will have changed their attitudes and/or behaviour |  |  |  |  |  |  |
| People will have had an enjoyable experience |  |  |  |  |  |  |
| People will have volunteered time |  |  |  |  |  |  |
| Environmental impacts will be reduced |  |  |  |  |  |  |
| More people and a wider range of people will have engaged with heritage |  |  |  |  |  |  |
| Organisations will be more resilient |  |  |  |  |  |  |
| Local economies will be boosted |  |  |  |  |  |  |
| Local area/communities will be a better place to live, work or visit |  |  |  |  |  |  |

If you have any comments, please detail below.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Do you think these are the right outcomes for HLF to consider as part of its funding decisions? Please rate each statement listed down the left hand side using the headings along the top.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Yes | No | Don't know |
| Heritage will be better managed |  |  |  |
| Heritage will be in better condition |  |  |  |
| Heritage will be better interpreted and explained |  |  |  |
| Heritage will be identified/recorded |  |  |  |
| People will have learnt about heritage |  |  |  |
| People will have developed skills |  |  |  |
| People will have changed their attitudes and/or behaviour |  |  |  |
| People will have had an enjoyable experience |  |  |  |
| People will have volunteered time |  |  |  |
| Environmental impacts will be reduced |  |  |  |
| More people and a wider range of people will have engaged with heritage |  |  |  |
| Organisations will be more resilient |  |  |  |
| Local economies will be boosted |  |  |  |
| Local area/communities will be a better place to live, work or visit |  |  |  |

Do you think HLF currently performs any additional roles and/or functions, for example: Please select any that apply.

* Promoting the heritage sector?
* Providing leadership for the heritage sector?
* Sharing knowledge within the heritage sector?
* Building the resilience of heritage organisations?
* Supporting skills development in the heritage sector?
* Other (please explain)?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No, they don’t perform any additional roles and/or functions
* Don’t know

Do you think HLF should perform any additional roles and/or functions, for example:Please select any that apply.

* Promoting the heritage sector
* Providing leadership for the heritage sector
* Sharing knowledge within the heritage sector
* Building the resilience of heritage organisations
* Supporting skills development within the heritage sector
* Other (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No, they shouldn’t perform any additional roles and/or functions
* Don’t know

In your view, how well does HLF understand what impact its funding makes?

* Extremely well
* Very well
* Moderately well
* Slightly well (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not well at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

**Section 4 - Effectiveness**

All respondents:

Overall, how effective do you think HLF is as a funding body?

* Extremely effective
* Very effective
* Moderately effective
* Slightly effective (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not effective at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

How successful do you think HLF is in its mission to provide funding ‘to sustain and transform heritage through projects that make a lasting difference for heritage, people and communities’?

* Very successful
* Successful
* Neither successful nor unsuccessful
* Unsuccessful (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Very unsuccessful (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

We are interested in your views on what else HLF could do to fulfil its mission. If you have any suggestions, please include them in the text box below.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

HLF works with a number of partners in order to deliver its strategic aims. For example, HLF works with other National Lottery distributors, local authorities, departments of the UK Government and Devolved Administrations, Higher Education Institutes, think tanks, media organisations and organisations working in the natural environment. How well does HLF work with partners across heritage and cultural sectors?

* Extremely well
* Very well
* Moderately well
* Slightly well (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not well at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

**Section 5 - HLF as a funding body**

All respondents:

HLF awards funding through different types of programmes and initiatives:

* Open programmes for any type of heritage project - such as the Heritage Grants programme.
* Targeted programmes and initiatives that address specific heritage needs or social groups - such as the Landscape Partnerships programme, Skills for the Future or Young Roots initiative.

Do you think that HLF strikes the right balance between awarding funding through open programmes and targeted programmes?

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

How effectively does HLF encourage bids from new organisations and groups?

* Extremely effectively
* Very effectively
* Moderately effectively
* Slightly effectively (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not effectively at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

How effectively does HLF encourage bids from smaller organisations and groups?

* Extremely effectively
* Very effectively
* Moderately effectively
* Slightly effectively (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not effectively at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

HLF is a UK-wide funder working through offices in Scotland, Wales, Northern Ireland and nine English regions. HLF allocates funding for grants up to £2m on a per capita basis to each region and country. For grants over £2m and for some larger targeted programmes, there is UK-wide competition for funding.

Do you think HLF’s approach means that funding is fairly distributed across the UK?

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

HLF supports projects in six principal areas (a to f). In your view, should HLF continue to award funding for projects from all of these categories?

a. Heritage buildings and monuments. This includes projects relating to the repair, conservation or transformation of historic buildings and monuments.

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

b. Community heritage. This includes projects relating to the exploration of communities, projects designed to bring communities together or the celebration of local communities and areas.

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

c. Cultures and memories. This includes projects that support and promote cultural traditions, local dialects, family histories and the recording of memories.

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know.

d. Industrial, maritime and transport heritage. This includes projects relating to the buildings, transport and technology that helped to shape the modern world.

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

e. Land and natural heritage. This includes projects designed to reconnect people with nature and conserve threatened habitats and species, and revitalise public parks.

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

f. Museums, libraries and archives. This includes projects which support the conservation of material held by museums, libraries and archives, as well as projects designed to improve access to and the exploration of collections.

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

HLF aims to deliver long-term benefits through its investments by ensuring that projects are sustainable for the future. In your view, how effectively does HLF support heritage organisations to be resilient and develop sustainable projects? Please rate each statement listed down the left hand side using the headings along the top.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Extremely effectively | Very effectively | Moderately effectively | Slightly effectively | Not effectively at all | Don't know |
| a. Encouraging organisations to seek alternative income streams which could complement lottery investment, such as philanthropy, commercial income, and social investment, for example through Resilient Heritage grants. |  |  |  |  |  |  |
| b. Supporting organisations to build financial resilience, for example through its development grants, its partnerships and/or encouraging private giving to heritage, such as through the Catalyst programme. |  |  |  |  |  |  |
| c. Building skills and training a diverse workforce for the heritage sector, for example through the Skills for the Future programme. |  |  |  |  |  |  |
| d. Considering the financial and other resources needed to sustain the benefits of its funding when making grant decisions. |  |  |  |  |  |  |

If you have any comments, please detail below.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Does HLF adequately support the development of digital content, and the use of digital technologies by heritage organisations through its investments?

* Yes
* Partially - scope to do more (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

HLF's strategy is to fund the full breadth of heritage in the UK, invest in skills and growth, and help heritage organisations to thrive. To deliver this strategy, it prioritises projects that will deliver specified outcomes and make a lasting difference for heritage, people and communities. The outcomes HLF use to assess projects are:

* Heritage will be better managed
* Heritage will be in better condition
* Heritage will be better interpreted and explained Heritage will be identified/recorded
* People will have learnt about heritage
* People will have developed skills
* People will have changed their attitudes and/or behaviour
* People will have had an enjoyable experience
* People will have volunteered time
* Environmental impacts will be reduced
* More people and a wider range of people will have engaged with heritage
* Organisations will be more resilient
* Local economies will be boosted
* Local area/communities will be a better place to live, work or visit

Do you think this is the right strategic approach for HLF?

* Yes
* Partially (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

Do you think HLF makes strategic decisions about which projects to invest in?

* Always
* Most of the time
* About half the time (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Sometimes (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Never (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

**Section 6 - Customer perspective**

All respondents:

Which Lottery distributors, or other funders, have you or your organisation applied to for funding, whether or not you have been successful? Please rate each Lottery distributor or 'other funder' listed down the left hand side using the headings along the top.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Yes - for previous projects | Yes - for current projects | No - but currently working on first application for them | No - have never applied to them | Don't know / Not applicable |
| Arts Council England |  |  |  |  |  |
| Arts Council of Northern Ireland |  |  |  |  |  |
| Arts Council of Wales |  |  |  |  |  |
| Art Fund |  |  |  |  |  |
| Big Lottery Fund |  |  |  |  |  |
| British Film Institute |  |  |  |  |  |
| Creative Scotland |  |  |  |  |  |
| Esmee Fairbairn Foundation |  |  |  |  |  |
| Historic England |  |  |  |  |  |
| Historic Scotland |  |  |  |  |  |
| Paul Hamlyn Foundation |  |  |  |  |  |
| The Architectural Heritage Fund |  |  |  |  |  |
| The Association of Independent Museums (AIM) |  |  |  |  |  |
| The Wolfson Foundation |  |  |  |  |  |
| Other funders (please specify) |  |  |  |  |  |
| Other funders (please specify) |  |  |  |  |  |
| Other funders (please specify) |  |  |  |  |  |

If applicable, please tell us why you chose NHMF/HLF over other potential funders for your project(s).

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If applicable, please tell us why you did not choose NHMF/HLF over other potential funders for your project(s).

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How satisfied are you with your interactions with HLF?

* Extremely satisfied
* Very satisfied
* Moderately satisfied
* Slightly dissatisfied (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not satisfied at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

If you have applied for funding from NHMF or HLF in the last three years (whether or not you were successful):

When you applied to the HLF for a grant, how much help (time, attention and support) did HLF staff give you through the application process?

* More than really needed/wanted: could have done just as well with less
* More than expected, but I needed/appreciated the extra help
* Just the right amount of help
* A bit less than needed/wanted: would have appreciated more help
* A lot less help than needed/wanted: negative impact on my application
* Don’t know
* Not applicable

In your experience, is the process of applying for NHMF and/or HLF funding, and the resource required to submit an application, proportionate to the grant type and amount being sought?

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know
* Not applicable

If you have received funding from NHMF or HLF in the last three years:

What is your experience of how long the application process takes, from submission through to receiving a funding decision on your application?

* It’s very quick
* It’s about right for the type and amount of grant
* It’s unpredictable or varies depending on the type and amount of grant
* It’s very slow
* Don’t know

In your experience, how well does HLF monitor its investments throughout the course of a project?

* Extremely well
* Very well
* Moderately well
* Slightly well (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not well at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

In your experience, how well does HLF evaluate its investments once projects have been completed?

* Extremely well
* Very well
* Moderately well
* Slightly well (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Not well at all (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

If you have had an application funding from NHMF or HLF in the last three years declined:

If you have ever been unsuccessful in an application for HLF funding, did you feel that you were provided with an adequate explanation and useful feedback?

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

**Section 7 - Management**

All respondents:

Do you feel that there is strong leadership within NHMF and HLF?

* Yes
* No (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don't know

Within NHMF and HLF, do you feel that there is an appropriate level of the following attributes? Please rate the attributes listed on the left hand side using the headings along the top.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Yes | Partially | No | Don't know |
| Skill |  |  |  |  |
| Experience |  |  |  |  |
| Knowledge |  |  |  |  |

If you would like to include any comments on the skill, experience or knowledge within NHMF and HLF, please detail below.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

As an organisation, do you feel that NHMF and HLF are? Please select all that apply.

* Open
* Transparent
* Accountable
* Responsive
* None of the above (please explain) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Don’t know

Thank you for completing this survey. Please click on the forwards button at the bottom of the page to submit your response. If you have any queries about this review, please contact [albteam@culture.gov.uk](mailto:albteam@culture.gov.uk)