



**HEREFORDSHIRE  
A GREAT PLACE**

## **Hidden Gems: Application Guidelines**

### **What's it all about?**

The Hidden Gems grant scheme has been created to get artists, heritage experts and communities working together and embracing the creative use of digital technology.

Grants of between £6,000 and £12,000 are available for projects that will raise the profile of Herefordshire heritage through innovative arts programming or interpretation.

If your project is funded, you will have nine months to complete it. Four Hidden Gems will be awarded in 2018/19. The competition will run again in 2019/20, when five further Gems projects will be funded.

If you have questions about the 2018 Hidden Gems grant scheme, please don't hesitate to get in touch: [greatplace@ruralmedia.co.uk](mailto:greatplace@ruralmedia.co.uk) or 01432 344039.

Hidden Gems is being delivered by Herefordshire's a Great Place, an ambitious cultural development project that is part of the national pilot Great Place Scheme.

Your feedback is vital and valued – it will help us shape and improve the grant scheme during the lifetime of the project.

### **What are we looking for?**

We want Hidden Gems to do Herefordshire proud, and raise the profile of the county as a great place to live, work, and visit.

We want to fund well-thought out and researched projects that are bold, innovative, and collaborative. We want to see projects that challenge perceptions about rural culture, stimulate pride in the places where we live and contribute to the social and economic development of the county.

Community involvement is at the heart of Hidden Gems and it is essential that your project involves Herefordshire communities in its design, development and delivery. By community we mean everyone, from all backgrounds, living and working anywhere in the county, or people in the region who share something in common, whatever that might be.

Your projects should align directly with the **core aims** of the Herefordshire's a Great Place project:

- Collaborative projects that bring creative arts and heritage closer together
- Fresh ideas about culture in the county
- More people from all walks of life should be involved in cultural projects at every level
- An assured, integral and creative use of digital technologies
- Promote Herefordshire as a great place to live, work, and visit

To achieve these aims, your project must meet our core requirements for the grant. It must:

- Involve a variety of heritage and arts experts working together
- Involve the community by bringing people together from different backgrounds and building strong relationships
- Use digital technologies and tools throughout your project
- Raise the profile of Herefordshire through strong communications and marketing plans
- Improve and impact upon local social, economic and/or environmental matters

## How to apply

**Complete the Hidden Gems application form and submit it via email, along with any supporting documents, to: [greatplace@ruralmedia.co.uk](mailto:greatplace@ruralmedia.co.uk) by 6pm on August 12.**

When filling out the application form, keep in mind the core requirements of the Hidden Gems grant scheme, and the aims of the Herefordshire's a Great Place project.

Your application needs to tell us all about your project, including the details of who you'll be working with; how you've researched and prepared for the project; how you'll get communities involved; the details of your organisation's financial situation; and the project's proposed budget.

We'd like you to think about how your project could involve local businesses; how it could attract visitors from further afield; and how you're going to share the gem's story nationally.

## How to use these guidelines

The following guidelines will help you complete each section of the Hidden Gems application form, and think through the details and objectives of your project.

If you're unsure about something or would like to talk to a member of the team before submitting your application form, please call 01432 344039 or email [greatplace@ruralmedia.co.uk](mailto:greatplace@ruralmedia.co.uk).

For braille transcription, large print, or audio transcription of this guidance, please contact the team using the contact details above.

## Section 1: Applicant Details

In this section, please tell us about your organisation.

Hidden Gems is open to a wide-variety of different organisations - not just Herefordshire-based arts and heritage organisations. We want everyone to recognise the value of arts, heritage and culture, and to feel invested and involved in the cultural future of Herefordshire.

You don't strictly need to be within the county border – it's more important that the project directly benefits significant numbers of people in Herefordshire.

We will consider applications from any formally recognised organisation, including charities, trusts, registered companies, schools and colleges, and statutory bodies including town, parish or community councils.

If you're a voluntary or community organisation you must be one of the following:

- A registered charity
- Constituted group or club
- Community interest company (CIC)
- Social enterprise

We **cannot** accept applications from:

- Individuals
- Sole traders
- Organisations based outside the UK
- Applications made by one organisation on behalf of another

Awarded projects must be completed by the organisation that applied for funding.

While we cannot accept applications from informal and non-constituted groups, community participation is at the heart of the programme. We want to see that members of the public and local community are centrally involved at the heart of your project, not just consulted for ideas, but given a chance to meaningfully participate, learn new skills and help run things.

If you do not fall into any of the eligible groups above, but are keen to be involved in a project, we suggest that you:

- Find out if any eligible organisations in your area are applying for Hidden Gems, and see if you can participate in their project
- See if you can drum up interest from and inspire eligible organisations in your area to apply for and lead a Hidden Gem

If you are still unsure whether you can apply for Hidden Gems funding, you can contact us on 01432 344039 or [greatplace@ruralmedia.co.uk](mailto:greatplace@ruralmedia.co.uk).

If you are not eligible for Hidden Gems, we will endeavour to provide feedback and signpost you to alternative sources of funding.

## Section 2: Project Activity Details

In this section, please tell us about your Hidden Gem project in as much detail as possible.

On the application form you will see a grey box to the right of each section. This is to let you know the key criteria that we are looking for in each of these sections, against which your application will be assessed.

**2.1-2.7:** Show us how you've researched and thought about your project, then how it meets the aims of Herefordshire's a Great Place. We want to know what will happen and when, who you'll be working with and what they bring to the project. We want to know what you hope to accomplish and how you'll know when you've achieved those goals. [DELETION]

A key consideration in this section is whether your proposal for Hidden Gems is part of a larger project, or whether it stands alone. Neither type of project has priority, but it is important that we fund a mix of stand-alone and co-funded projects, so we need to understand whether you intend to only use funds from the Hidden Gems grant, or will be seeking supplementary funds from other grants or commercial income from the project itself (such as ticket sales).

### **Match funding:**

If you are seeking Hidden Gems funding as part- or match-funding for an existing or proposed larger project, it is crucial that:

- Your Hidden Gems project, its aims and outputs are clearly additional and complementary, adding value and bringing something new and different to your wider project
- You clearly demonstrate how your Hidden Gems grant will be used specifically for the purposes and objectives laid out in the Hidden Gems guidelines, and that the Hidden Gem element of your project meets all of the requirements of this grant in their entirety
- Funds you receive for Hidden Gems are used solely to fund Hidden Gems work - they cannot be used to fund elements of the wider project that you have already planned and allocated funding for, whether they are relevant Hidden Gems or not

- You must raise this issue with co-funders and provide a letter of endorsement from your Grants Manager or awarding body, attesting to the discreet and additional contribution that Hidden Gems will make towards the wider project

## Section 3: Core Requirements

### 3.1 Heritage

Heritage can take many forms; it doesn't have to be a building or a museum collection. For Hidden Gems, we are looking for exciting and fresh ideas.

It's essential that:

- You tell us what makes your Hidden Gem an important piece of Herefordshire's heritage and, importantly, why people should know more about it
- You tell us why you think your Gem and/or its story is 'hidden' and why it is important for the county
- Your gem tells a compelling and interesting story that will capture people's imaginations
- You collaborate with heritage '*experts*': experts could range from the local pub landlord to a university professor – as long as you work with them to help discover, tell, or interpret the story of your Gem

### 3.2 Artistic and Creative Production

It's up to you what kind of artistic or creative interpretation your Gem project involves – it could be visual or performance art; abstract, physical or digital arts. We're keen to see innovative, exciting and off-the-wall proposals that challenge perceptions of Herefordshire heritage and encourage fresh ways of thinking about it.

It's essential that:

- The artwork or creative interpretation relates to the Gem's story
- You tell us more about the artist(s) you'll be working with – we'd like links to their website or information on their past work, as well as any proposals for this project; provide a CV, if possible
- You tell us how the community will be involved in the creative process and how they will benefit from participating

### 3.3 Community Participation

Community involvement is at the heart of Hidden Gems – we want to fund projects that bring people together, build strong relationships in and across Herefordshire communities, and are open to as many people as possible.

It's essential that:

- Your project involves Herefordshire communities in its design, development and delivery. Your heritage, arts, digital and marketing experts must collaborate with communities at every stage of the project.
- You tell us which communities and community groups you will be working with, how you plan to work with them, and why you want to work with this/these communities in particular.
- You tell us how the community will be involved in the project's legacy in the years to come
- You tell us how your project and your Gem will benefit the local community – if your project tackles a social issue, tell us what that issue is and how your project confronts it; if your project will improve community skills, tell us how and why that's needed.

Please note our definition of 'community': people living and working in the local area; people who share a common interest; or people who face similar barriers or issues.

### 3.4 Promotion and Marketing

It's really important that you think about promoting your project, including how it links to tourism.

At the core of Hidden Gems is a desire to raise the profile of Herefordshire. We want you to think very carefully about how you will do this through your project: how will you attract more interest and visits to your Gem or your project, both from inside and outside the county? What stories do you want to tell about your Gem, and how are these going to appeal to both locals and visitors?

This might involve a publicity campaign, with articles in local newspapers to recruit volunteers or participants in the project, or advertisements in a parish newsletter.

We also want to see that you'll use digital technologies and the internet to promote your project – this might be through the use of social media groups, creation of webpages or wikis.

It's essential that:

- You tell us about the promotions and marketing experts you'll be working with, and why you've chosen them

- You demonstrate a clear organised plan that covers both digital and non-digital methods of marketing and promotion
- You have identified specific audiences that you want to reach, both inside and outside the county
- You have a clear press plan for wider media coverage in local newsletters, newspapers, radio stations and on television
- That your press plan includes key stories or messages that relate to both local and national stories and interests

### **3.5 Using Digital Technology**

Digital technology components of your project should not be an after-thought. It is important that you think and take advice on how best to maximise your use of technology throughout the project. In several sections we have asked you about 'digital', as part of the creative, community or marketing process, but it is important that you can bring these together in a coherent way to maximise the impact and reach of your project.

When answering this question, we want you to show how digital technologies will help you to explore different aspects of the project or reach audiences and stakeholders in various ways.

It's essential that for every digital element of your project, you tell us why you've chosen it. For example, if your arts interpretation is digital (an app, short film, digital artwork, etc), think about why you're using that particular medium – will it help raise the profile of your Hidden Gem, reach new audiences, or challenge perceptions of the heritage?

Digital platforms could also be used for community outreach; to share updates on your project (for example, on social media), or as an integral part of your press plan. As well as the creative side of things, we would like your projects to embrace digital methods of working 'behind the scenes'. This might involve WhatsApp groups or Facebook pages, wiki pages or digital platforms such as Slack that can help manage your project.

Many communities in Herefordshire face barriers to digital engagement – we'd like you to tell us how your project could start to address these. For example, could your project help improve the digital skills of a community or build the confidence of people who are digitally excluded?

It's essential that you tell us more about the digital experts you will be working with, why you have chosen them, and how they will work with the community. Again, we would like to see CVs or links to websites for any of the digital creatives that you plan to work with.

## **Section 4: Management, Monitoring and Evaluation**

## **4.1- 4.3: Stakeholders – Who is involved?**

Please tell us who is going to be directly involved in delivering your project, including the core team, partners, experts and professionals you will be working with.

We also want to know how many people you aim to reach, and those who will participate in or benefit from the project – they might be community participants learning new skills and helping to run the project, or audiences/visitors who will enjoy and engage with your creative work. Are there local business, community organisations, social or health services involved in some way?

## **4.4 Project Management Structure**

In this section we want to see that you have meticulously planned your project structure. It is important that you tell us about your project team - who does what and when, who is the lead contact person, who manages and oversees the finances, and who liaises with the artists? We want to understand how you have structured your project and how it will be managed. Diagrams, Gantt charts and organigrams can be helpful here.

It is also important to demonstrate your project timeline – what will happen when. Please describe the different phases of your project, including key phases, decision meetings, when experts are consulted, when members of the community get involved, and when are the key evaluation and promotion opportunities.

## **4.5 Key Milestones**

You will have nine months to complete your project from start to finish, from the beginning of November 2018 to the end of July 2019. Please complete the table with key dates for the different phases of activities for the project. We want you to set key milestones and realistic time frames for the different phases of your project so that everyone can assess whether the project is on track.

Examples of different phases could be: community engagement, key decision meetings, or celebrations marking the start or completion of the project. These are also really good moments to get the press involved or to think about writing a blog or sharing resources and learning from your project.

## **4.6 Monitoring and Evaluation**

The Herefordshire's a Great Place team will provide an evaluation template for each Hidden Gem project, but it is important that you collect information that will help measure its success. It's worth investing in the quality of your reports and evaluation information as you can share these with a wide range of people as part of your communications and marketing plan. We also want to shout about your success on our website, so this part of the project is really key.

What information and records will you keep? How will you gather information and feedback from beneficiaries in your evaluation to know that you are meeting your aims and objectives? Will you use surveys, reports, digital content and photos, and testimony from people involved?

Statistics are important. For example: how many people from across different communities are taking part in the project, and where they are from? Narrative is also key: case studies are a rich way to demonstrate the impact of your project, and, recorded as part of your digital storytelling plan, they can provide powerful advocacy and promotions tools.

## **4.7 Risk Assessment**

There are many risks for a project, e.g. costs exceeding budget, failure to recruit contractors, insufficient promotion of opportunities for participation, working with children and young audiences. Please think of those relevant to your project and how you intend to mitigate against them. You can add more boxes if you need to.

## **4.8 Relevant Experience**

We need to understand if your organisation has relevant knowledge and experience to be able to deliver the project and meet the objectives of the programme. To answer this question, please tell us about any experience you have of: receiving and managing grants; delivering community programmes; running arts and heritage projects; and making projects sustainable beyond the lifetime of a grant.

## **4.9 Skills and Support**

Your group and/or organisations may not possess all the skills needed to deliver every objective of the Hidden Gems programme – and that's okay. What's crucial is that you are open and honest about any skills gaps and support needs of your organisation or team, so that we are all aware of where you may need additional support.

The Great Place team can provide *some* advice and guidance to multiple projects, but it is essential that you are able to identify where you will find additional resources and support to fill skills gaps within your team if you need to. We want you to be honest about your skills development needs and be proactive in addressing them yourselves.

## **4.10 Licenses and Permissions**

Do consider if you need special permission to deliver certain kinds of events or activities, such as serving alcohol at a launch or celebration, organising a performance at a location or venue, or requiring right of way to access a location on private land.

# **Section 5: Project Costs and Funding**

This section asks you to provide details on financial matters relevant to you project.

We are keen to see that you have planned and budgeted carefully, and that your proposed costs are reasonable and proportionate to the proposed activities.

## 5.2 Project Cost Details

Principle cost headings are outlined below. You may wish to include additional costs: please give them appropriate headings under the category 'other'. Please use the notes/details column to explain all costs.

## 5.3 Income

Please provide details of all agreed and proposed sources of income for your project.

NB: It is not a requirement that you have match funding for your Hidden Gems project – you are permitted to finance the project **entirely** from Hidden Gems funds.

Whether your Hidden Gems proposal is a stand-alone project or forms part of a larger or existing project, it is important that you demonstrate to us the total and relative values of income for your whole project.

## 5.4 Commercial Income-generating Activities

Please tell us if your project will generate income through commercial activities, for example through ticket sales for performances or retail at events. All income generated through the project must be declared and off-set against the total cost of the project.

## 5.5- 5.6: Annual accounts

Please give details of your organisation's most recent annual accounts.

If you cannot provide annual accounts – for example, if you are a community or volunteer organisation that formed less than 15 months ago – we need you to include a copy of your organisation's written financial procedures, agreed by your management committee and signed by two members, which sets out arrangements for:

- Cash expenditure
- Cheque writing and signing
- Authorising withdrawals/debit card use
- Cash handling
- Invoicing
- Keeping financial records

