



Information for Grantholders





Welcome to the Friends Provident Foundation information booklet for grantholders.

Please read this booklet carefully. It explains what you need to do to accept your grant and receive payments. It also explains what we will ask you to do over the lifetime of your grant.

If you have any questions, please contact the person named in the letter that accompanies this pack, or email us at grants@friendsprovidentfoundation.org.uk

What's in this booklet?

This booklet explains how to set up and manage your grant and how to claim your payments.

What's In Your Information Pack:

- An offer letter: telling you that the funding has been awarded and outlining any queries or issues raised by our Trustees in considering your application. These may also be detailed in your Terms and Conditions of Grant.
- Two copies of our Standard Terms and Conditions of Grant.
- Schedule 1 – a copy of your proposal.
- Schedule 2 – an outline of the Foundation's contribution to your project or organisation (the funding awarded and also, in some instances, other forms of support).
- A report-writing/summary-writing guide, if it is clear that a publishable report is one of the agreed outputs of the project. This should be read before you begin to write up the findings of your project.

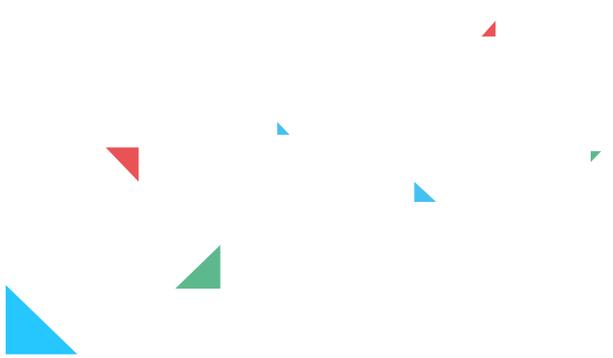
What else will we send you ?

- Please download and complete the following electronic templates from the Grantholder section of our website.
 - * A Project Summary; Payment Schedule Document; and Milestones and Outcomes Template (these must be sent in order to accept your grant)
 - * A Expenditure Form - this should be sent to us every time you invoice us.

Action checklist

This is a summary of the actions described in this booklet. It is important that you read the whole booklet, and use the checklist as a reference document.

What you need to do	When you need to do it
Step 1: Accept the funding by sending us a signed copy of the Terms and Conditions of Grant, together with the other documents specified in section 1 below.	As soon as possible, preferably within four weeks of receipt of this pack.
Step 2: Have an initial discussion with us , to talk through your timetable for delivering the project, claiming grant payments and to set out your thoughts on monitoring progress and tracking the outcomes (see Section 2).	We will contact you to arrange this.
Step 3: Confirm your plans by sending us a copy of your Milestones and Outcomes Template, a Payment Schedule and a finalised set of target outcomes.	Before you start your project.
Step 4: Submit payment claims (see section 3).	The first claim should be submitted within 12 months of the issue of this pack, with subsequent claims at the agreed frequency.
Step 5: Stay in touch with us during the project (see section 4).	On-going.
Step 6: Submit formal updates on progress (see section 4).	At least annually for projects over 12 months and at the end of the project for all projects.
Step 7: Disseminate your findings (see section 5).	Once we have agreed the final reports, your dissemination plan and how this is to be funded.
Step 8: Submit a final report (see section 5).	When we request it, which will be once we have agreed that all outputs have been satisfactorily delivered and once all relevant grant payment claims have been settled.



Section 1: Accepting the grant

To accept the Friends Provident Foundation funding and the Terms and Conditions of Grant that underpin it, please send us copies of the following documents:

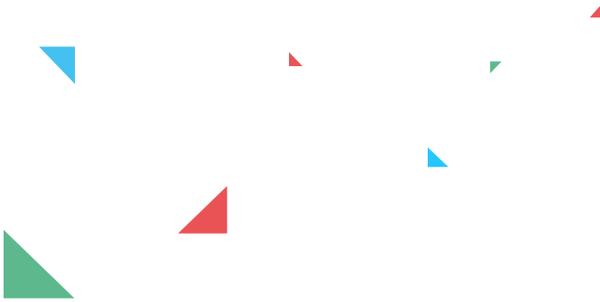
- One completed, signed copy of the standard Terms and Conditions of Grant. Keep the other copy for your own records.
- Your most recent annual accounts (only if a new version has been approved since you submitted your grant application).*
- Your constitution or governing document (only if this has changed since you submitted your grant application).*
- A signed letter from a senior member of your organisation, nominating a specific person from within your organisation to act as the main contact for the grant and authorising us to deal with that person.
- A completed Project Summary document, using our standard template. We will use this to add information to our website and may also use extracts from it in other publicly available materials, such as our annual report.
- A recent bank statement for the account into which grant payments are to be made. This should be no more than three months old. If there is a valid reason why you cannot produce a bank statement, then we should be able to accept a letter from your bank that clearly states that the account belongs to your organisation.

NOTE:

Where we have stipulated that a document has to be signed, we need you to send us the hard copy signed version. Others may be sent to us electronically.



* If you are not sending these documents, please explain this in a signed covering letter.



Section 2: Confirming plans

We hold inception meetings with organisations at the beginning of each new funding agreement, before you start work, to discuss your detailed plans and to ensure that you fully understand our requirements.

We will contact you to arrange this and to indicate whether a face-to-face meeting will be necessary.

Setting milestones and outcomes

Milestones help with monitoring the progress of the work you are undertaking. Use the Milestones and Outcomes Template and follow the guidance notes on page 10 to establish your proposed milestones and then send us a summary. We may then need to talk them through with you before agreeing them.

You can either present your thoughts in advance of our inception meeting with you, or afterwards, as you prefer.

Once returned and accepted, the milestones and outcomes document becomes Schedule 3 of our grant agreement, as referred to in the Terms and Conditions of Grant.

Scheduling payments

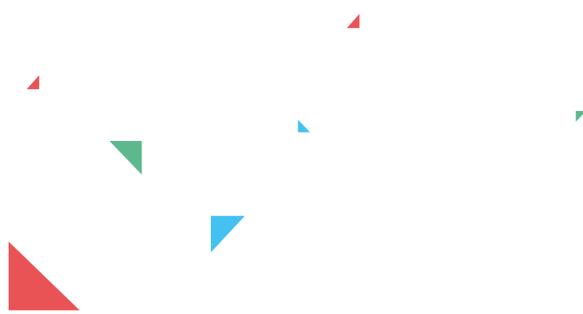
Before you start the project you should send us a completed Payment Schedule, using our standard template. This gives us an indication of the amounts you are likely to be claiming and when. Note that our standard practice is to pay in quarterly instalments, in arrears, but it may be possible to negotiate different terms for projects shorter than 12 months in duration or in other special circumstances. See page 12 for guidance on completing a Payment Schedule.

Once returned and accepted, the Payment Schedule becomes Schedule 4 of our grant agreement, as referred to in the Terms and Conditions of Grant.

Paying staff fairly

We would normally expect you to pay at or above the level of the Living Wage on any staff post that our grant is supporting – whether it is fully funding it or partially funding it.

We will talk to you to ensure that you understand this requirement and have plans to meet it. We will also ask you to consider becoming an accredited Living Wage Employer, if you are not already one. This would mean you paying the Living Wage on all of your organisation's directly employed staff posts and having an agreed plan in place for any third party contracted staff.



Section 3: Claiming and receiving payment

The aim of the grant is to cover the actual expenditure that your organisation incurs in delivering the activity we have agreed to support, provided that it is in line with the agreed budget. If you wish to make a significant variation to the budget, please speak to us first.

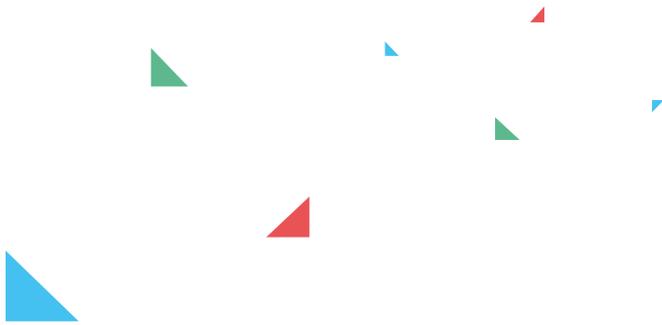
The Payment Schedule described in section 2 is purely for planning purposes; payments only become due upon submission of a valid claim. This should be in the form of an invoice and a corresponding breakdown of expenditure incurred, using the template provided.. See page 12 for a worked example of a breakdown of expenditure.

Note that we do not prompt you to submit claims or notify you if they become overdue. We understand that work does not necessarily always run to plan, so do keep us up to date. However, please also be aware that Trustees may consider withdrawing the grant if you have not begun to spend the grant money within 12 months of the date we notified you of the grant award.

The grant instalments will be paid by direct transfer into the bank account you specified in the signed Terms and Conditions of Grant, as verified by the copy of the bank statement you sent to us. We would normally expect to be able to organise this within two weeks of the date that we agree that you have made a valid claim. If you do not acknowledge receipt of the funds into your bank account, and we have asked you to do so, we may elect not to pay further claims until the situation has been resolved.

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Section 4: Communicating with us

Nominated main contacts

To maintain clear lines of communication between our respective organisations, we will usually deal only with your nominated main contact, as specified in the document you sent us as part of step 1 (see section 1). We will also appoint a lead member of staff to be your main contact at the Foundation; they will be named in the letter we send notifying you that the grant has been awarded.

How to communicate with us

After our initial discussion (see section 2), day-to-day communication is normally by email or telephone. We aim to attend any external meetings that you convene in respect of your project. If Trustees feel an external advisory group would be helpful, we will work with you to organise this.

Note that any significant information – such as changes to the main contact or to bank account details – should be posted to us, using the organisation's headed paper and with an original signature by the letter's author. In the case of a change to your bank account, the letter should come from someone already known to us. We would also need a copy of a recent bank statement that verifies the new account details. (If it was a new account and you had not yet received a statement then we would accept a letter from your bank clearly stating that the account belongs to your organisation.)

Regular reporting requirements

Projects of more than 12 months in duration should submit a short progress report on, or shortly after, each anniversary of the project's start date. We will issue a template at the appropriate time. This will ask you to report on topics such as the inputs to the project (money and any other resources), the outputs to date (including the progress being made towards reaching your milestones) and what progress you have made in achieving any of the target outcomes for the project.

Because we are usually in frequent contact with our grantholders we do not normally require formal interim reports between the annual reports. If we do require any additional reports from you – short updates to accompany your payment claims, for example – we will explain this during our initial discussions with you.

Note that our Trustees expect a formal report if your project has slipped more than six months behind schedule.



Notifying us of significant changes to your project or circumstances

We try to foster good working relationships with our grantees so that they feel able to discuss issues or proposed changes with us in advance, and so that we can engage with them in finding solutions to any problems that have arisen.

However, note that under the Terms and Conditions of Grant you do have a duty to keep us informed of significant changes in your project, or changes in your organisation that could potentially impact upon the project. If they are significant, we may have to grant our formal agreement before you can go ahead.

Final reporting requirements

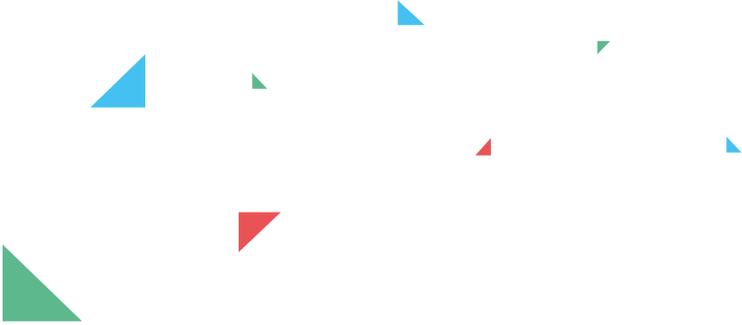
All projects are required to submit a final report. We will prompt you to do this at the appropriate time. We will ask you to report on:

- the project's inputs (including a summary of how the grant was spent);
- the outputs;
- achievement of the target outcomes, together with any unexpected outcomes;
- what strategic impact has been generated by the project, including any media interest and any influence that has been exerted over policy or practice in the field.

Complaints

We strive to provide a high level of customer service, and be responsive to your needs, within the resource constraints we have to operate to. Should you be unhappy with the way the grant is being administered, please raise this with our main contact for the grant in the first instance, who will try to put things right.

If you are unhappy with the way in which the main contact has tried to address your concerns and would like to raise a formal complaint, you should write to the Foundation Director, who will try to resolve the matter. If your complaint relates to the Foundation Director, you should write to the Chair of the Foundation (see inside back cover for contact details), marking your letter 'private and confidential'.



Section 5: External communications

Publicity for your project

We will add details about your project to our website and may also refer to it in other materials.

In return, we would expect you, as a minimum, to acknowledge our support at all appropriate times. It is important that you use the Foundation's name in full (i.e. its legal name, the Friends Provident Charitable Foundation, or its working name, the Friends Provident Foundation) in any publicity.

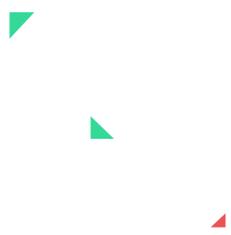
We can provide, on request, high quality copies of our logo to be used online or in print.

Dissemination of the findings of research, evaluation or demonstration projects

We are likely to have asked you about your dissemination strategy during the assessment of your grant application, if we deemed it appropriate.

During the project we will agree with you a more detailed dissemination plan. As part of the execution of the plan, we may ask you to write documents that can be published externally. These may include a short summary and/or a more detailed report.

A copy of our guide to writing a report and summary is included in this pack, in case we ask you to produce a report for publication. At that point, we would discuss with you how this dissemination work would be funded, if this has not already been agreed.



Guidance notes

Copyright

The following are our standard arrangements with regard to copyright, as referred to in our Terms and Conditions of Grant. If you agree to the Terms and Conditions of Grant then you are agreeing to these copyright arrangements, so please read them carefully and contact us if you have any queries.

Copyright agreement

The copyright and all other intellectual property rights remain with the contracted organisation. In the formal Agreement signed at the beginning of the work, the grantholder grants the Foundation a licence to use the outputs arising from the project as it sees fit. The details of copyright arrangements are set out below:

The Grantholder hereby grants to the Foundation the exclusive right and royalty-free licence to reproduce, communicate and make available to the public, distribute and adapt any Report (or its equivalent) as referred to in the proposal in printed, electronic or any other medium in all languages throughout the world for the full legal term of copyright, and further to authorise third parties to do the same. The right to adapt the Report includes those activities concerned with editing, translating into languages other than English, converting to electronic formats, abridging and otherwise amending for the purposes of dissemination to as large an audience as possible.

The copyright and all other intellectual rights in all Materials other than any summary shall remain with the Grantholder or, where the Grantholder does not own the copyright, the owner of the copyright in the Materials.

The Grantholder hereby assigns without payment to the Foundation the entire copyright of any summaries of lessons arising from the work generated by the Foundation and all other rights of a like nature in and to any summary throughout the world for the full legal term of copyright and all renewals and extensions thereof.

The Foundation encourages the widest possible dissemination of Materials by the grantholder in addition to what the grant paid for.

The Grantholder agrees not to publish, or authorise others to publish, any other outputs or Materials generated from the Project (including, but not limited to, conference papers) funded by the Foundation without first publishing outputs as agreed in Schedule 1 of this agreement. Such permission would not be unreasonably withheld.

The Grantholder warrants to the Foundation that:

- Where the Materials have been created as part of the Project they are the original works of their author(s) and the copyright of the Grantholder and contain nothing defamatory or libellous.
- Where the copyright and/or other intellectual property rights in the Materials are not owned by the Grantholder, the Grantholder has all necessary consents and licences to use and to authorise the Foundation to use the Materials for the purposes contemplated by this Agreement.
- Use of the Materials by the Foundation or by any third party with the consent of the Foundation will not infringe the copyright or other intellectual property rights of any third party.

ISBN numbers

Reports being published by a formal publishers will be allocated an ISBN by the publisher. Reports published by the project through an organisation or publisher that already possesses ISBNs should use an ISBN of that organisation. The Foundation has ISBN numbers for reports it publishes itself.

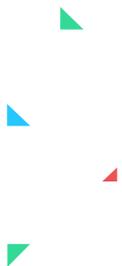
Grantholders whose reports are being published through an organisation that does not possess ISBNs should read the following information.

Milestones

Glossary of terms used in setting milestones

- **Systems:** The way things are done to achieve a result; usually written down and given to people or occurring in some obvious way (like an IT routine for entering figures on a regular basis).
- **Outputs:** What the project does; the practical things that come out of the work undertaken.
- **Outcomes:** The effect(s) of the project or activity upon users, usually long term. (Drawn from Charities Evaluation Services publications, www.ces-vol.org.uk).

Milestones are points in time representing key or important intermediate events in the life of a project. A milestone should be capable of validation by meeting all of the items set out in a checklist as agreed with the stakeholders. They are intended to assist you to monitor progress in a range of dimensions through the course of a project or programme of work. They are also useful for funders like us in developing a shared understanding of your expectations at the beginning of a process, how things are going in terms of outputs and systems and then taking stock of the benefits of the project at the end. Our aim is to use them as a mechanism for asking intelligent questions and galvanising support throughout the project and to share in the learning process.



There may be standard ways in which your organisation manages projects. If not, you may find them useful in monitoring your work internally. We also expect they will form the basis of the progress reports you must submit to the Foundation as a condition of our support (see section 4).

We would like you to specify when you anticipate you will achieve key milestones in three principal areas:

- **Systems:** fulfilling any IT software or hardware requirements; setting up systems for collecting data on inputs and outputs; developing any performance indicators you expect to use; establishing any required networks external to your organisation.
- **Outputs:** setting out when certain outputs should be achieved. This might include an interim report; a proportion of trainees or clients served; or a key meeting of stakeholders convened.
- **Outcomes:** making judgements on the effect the project is having. These milestones will indicate when and why you will be able to make judgements, based on reports from your systems and the outputs you expect.

We will discuss the development of milestones in our initial meeting/discussion with new grantholders.

Payment Schedule

Glossary of terms used in the Payment Schedule

- **Pre-payment:** A payment for specified expenditure required to set up a project. This could include costs associated with recruitment, equipment, software and/or premises.
- **Costs per quarter:** These are the expected costs for the quarter (or other period agreed with us).
- **Payment date:** This is the date when you hope to get paid. (You will need to remember to submit your claim well ahead of this date.)
- **Dissemination costs:** These are costs for sharing the lessons arising from your work. If you have set out estimated costs in your proposal, they should be included here. If not, the Foundation may add in additional costs to this line when we are clearer about the messages, the audiences and how they might best be communicated. We would normally expect to release such funds only once we have agreed a dissemination plan with you.



Payment Claim

A worked example of the expenditure template breakdown, provided as part of a payment claim:

Area of expenditure	Anticipated costs in budget (£)	Total cost actually incurred (£)	Amount being claimed from the foundation (£)	Reason for any significant variation
Project manager salary	6,420	6,420	3,210	50% funded by another charitable foundation.
On-costs for staff post (NI and pension)	1,050	1,263	1,263	Increase in Employer's National Insurance contribution rate.
Training costs	200	225	225	
Office costs (incl. rent, rates and utilities)	750	750	750	
Travel costs	500	448	448	
Mobile telephone and Internet charges	80	74	74	
Office equipment	900	100	100	Order placed for new computer but it will not be delivered (or invoiced for) until next quarter.
Printing and photocopying	250	180	180	
Hire of meeting space for focus groups	1,500	0	0	Meetings held, but managed to get free venues.
Totals	11,650	9,460	6,250	

When completing the expenditure template remember to:

- keep to the budget headings you used in the budget in your grant application;
- list your anticipated expenditure against each budget heading;
- list your actual expenditure against each budget heading;
- briefly explain any significant variation between (b) and (c); as a guide, you should address differences of more than about 15% (over a minimum of £100);
- detail how much you are claiming from the Foundation; usually this will be the same as (c) unless the Foundation is only part-funding the project, or this is your final invoice and you have exhausted our grant funds;
- highlight, and explain, any VAT that you propose to add on to any of these costs at the invoice stage.

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[Friendsprovidentfoundation.org](https://www.friendsprovidentfoundation.org)

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