

Transformational Grants programme

A highly specialised programme to create
systemic change for Armed Forces communities

Programme guidance 2023/24

The Armed Forces Covenant Fund: Transformational Grants

Transforming Approaches to Supporting Unmet Needs

PROGRAMME GUIDANCE

Stage One 'Expression of Interest'

Under this programme, the Armed Forces Covenant Fund Trust will award a small number of grants of up to £300,000 towards projects addressing innovative projects that have a national focus and can evidence that the project will deliver long term systemic change addressing specific, unmet needs within Armed Forces communities.

Grants will be awarded for projects which begin in April/May 2024 and run for up to five years. There will be a two-stage application process, with expressions of interest required by early August 2023.

A limited number of organisations will then be invited to make detailed second-stage applications by early December 2023.

Contents:

[Why are we running this programme?](#)

[About aims and needs](#)

[What types of project are we looking for?](#)

[Who will benefit?](#)

[What do we mean by beneficiaries and how might they be calculated?](#)

[Showing the change that your grant will make](#)

[How much funding can you apply for?](#)

[What your application should tell us at each stage](#)

[Ethics](#)

[Our assessment criteria](#)

[Which organisations are eligible to apply?](#)

[Working with other organisations](#)

[Preparing your project budget: What can and what can't funds be spent on?](#)

[Timetable](#)

[How to apply – the application form](#)

[After you submit your application](#)

[Checks we may carry out](#)

[Decisions and what happens next](#)

[Advance information: What happens if we award you a grant](#)

Why are we running this programme?

The Covenant Fund makes grants that deliver real change to Armed Forces communities.

This programme seeks to deliver solutions that prevent significant problems from occurring, delivering long-term outcomes and benefits to Armed Forces communities.

We will fund a very small number of projects that will deliver permanent and significant changes or improvements for Armed Forces communities, particularly where there are hidden needs not being met by current service provision.

By this, we mean people from Armed Forces communities who have needs that are having a significant impact on their lives, but who cannot access specialist services because these services are not available or accessible to them.

You can find out more about the projects that we funded under this programme last year [here](#).

If there are a high number of good quality applications, the Trust may not prioritise themes that were supported last year.

Projects should show that they offer a clear and sustained legacy (in embedded good practice, in improved knowledge and evidence, or in some other way). The best applications will be able to:

- define a problem for a particular group of beneficiaries
- show that this need is not being met
- propose a new way of working or a new solution beyond that offered by any current provider.

The Trust welcomes proposals that include preventative approaches.

About aims and needs

Under this programme, the Trust hopes to support projects that deliver long term change.

The aim being that the project delivery will alter the landscape for the Armed Forces community with this particular need, which may ultimately results in fewer or no applications for funding support for this need.

Your transformational aims should be UK-wide in focus, even if the initial delivery is in a specific region or country.

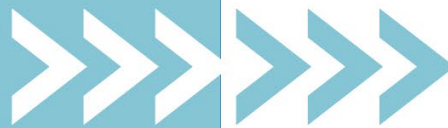
Applications which are aiming for transformation in (only) one of the four countries will be considered where a strong case is made. Your project must deliver long term sustainable benefits in at least one of the four Nations of the UK.

TRANSFORMATIONAL GRANTS

CREATING CHANGE

Funding for distinctly targeted projects

FOCUS



That work with specific communities within the wider Armed Forces community

Where the **specialist support** that people need does not yet exist



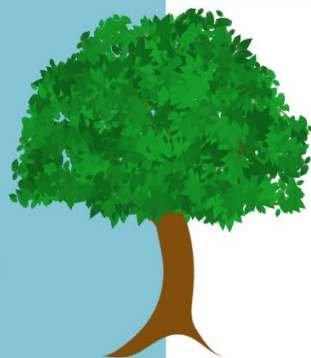
COLLABORATE

Your project will need to be able to work with the people that are affected by these significant challenges; and other organisations



BUILD

To build new approaches & understanding of needs and services across the UK



SUSTAIN

That will keep delivering systemic change long after the grant has ended

What types of project are we looking for?

We can fund projects that deliver transformational impacts for **specific** Armed Forces communities.

A **specific community** is a defined group of people within the wider Armed Forces community who:

- have needs that are clearly unmet
- have an evidence base about why a different approach is needed
- have evidence that there is no or limited provision of services that address the specific needs of this group.

Applications must be either:

- delivered through a partnership approach, with one organisation as a lead applicant

OR

- a lead applicant must present a clear approach to build a sustainable partnership over a 3-5 year period that can provide ongoing support.

Applications focused on the *prevention* of problems are highly welcome but must be highly targeted to a specific group of people within the Armed Forces community that are at particular risk of the problem(s) that the project will be attempting to prevent.

Applications that will develop *new services* targeted at meeting the needs of specific communities are eligible.

Applications that will continue to run ***existing services*** are **not eligible**.

Applications must include *strong evidence of engagement* with the specific Armed Forces communities that would benefit from the project. If co-design of the project is not viable at this stage, then the application must make the reasons for this clear. We would expect any services that are ultimately developed to use co-design principles.

Applications should include a *clear strategic focus* on how the project will deliver systemic change; and that these changes will continue, following the end of the grant.

Where new services will be developed, your application should indicate how you will develop a plan for how access to these services will be maintained after the end of the grant, should they still be needed. Sustainable access does not have to be through the applicant organisation and could include solutions where they are mainstreamed into existing service provision or into new organisations.



The application should contain an outline of the plan. If the application is successful, a full strategic plan must be developed in the first 18 months of the grant.

You will need to be clear about the specific needs of the people who will benefit; why you require investment in this approach now; and why your organisation has not addressed this need or these communities, groups or cohorts previously.

Your application can include approaches that will develop, test and then scale-up new approaches.

We would expect any project working with veterans to make appropriate links with relevant projects funded under the Veterans' Places, People, Pathways programme.

Eligible activities include detailed scoping and consultation activities within the first year of the grant.

Example:

A specific group of people within the Armed Forces community have complex needs that are not being met. Very limited formal, published work has been done with this community to really understand their needs in-depth and understand what targeted work would make the biggest difference to addressing complex needs they are currently facing. There is, however, a clear and compelling emerging case of unmet need.

This community is geographically dispersed throughout the UK and some people within the community have had particularly negative past experiences when they have sought support.

The application proposes a small consortium of charities that, in the first year of the grant, would:

- conduct a detailed consultation with the specific group exploring current gaps in service provision
- implement co-design approaches to develop strategic plans with the community
- identify other organisations delivering support to this community and develop a stronger consortia
- use this information to develop new service provision
- undertake detailed planning on how to sustain the new service provision beyond the end of the grant.

Proposals should:

Be highly focused. We are looking for projects that are highly specific and targeted to the needs of a particular and specific community of people within the wider Armed Forces community. This could be a community that may

- have experienced significant disadvantages,
- have members who are part of a wider protected characteristic, such as their race including colour, nationality, ethnic or national origin, sex, sexual orientation or gender reassignment, and who have a need to access specialist services that can address their complex needs, rather than more generalist provision.
- struggle to access support that meets their needs in some other way
- be more at risk of a particular problem or problems that could limit their life chances.

Show evidence of need. We are also looking for applications that can be clear about the evidence of why their project is needed. Your application should explain why the needs that your project will address require resource and explain the difference that this will make to people's lives.

Have transformational impact: We are expecting to deliver systemic change, through funding projects that demonstrate an intent for long term transformation, which extends much further than the initial beneficiaries and the organisation receiving the grant. This may relate to how, what, where and by whom services are delivered in the future to this specific cohort or instigate wholly new strategic solutions. The application must describe how the impact of the project will continue after the grant has ended.

Include consultation and collaboration: You should be able to show how people with lived experience and the people who will benefit from this project will be able to shape it; and that you will work collaboratively with other organisations over the life of your grant.

Applications must show effective partnership working between Armed Forces charities and specialist or dedicated organisations/statutory bodies who will bring expertise and experience to the project. These partnerships must be clearly outlined in the application.

A good application would:

- plan for a clear and sustained legacy (in embedded good practice, in improved knowledge and evidence or in some other way)
- define a problem for a particular group of beneficiaries
- show that this need is not being met
- propose a new way of working or a new solution beyond that offered by any current provider (and can include preventative approaches)
- give evidence of the needs within the specified/targeted community and that these are not met by current provision
- share evidence from the community about the difference that having access to better services and support would make
- show a plan to develop new services, co-designed by the people who will be using them, working collaboratively with other organisations
- tell us your plans on how to ensure that this approach will be transformational and that there will be a long-term impact, nationally, from this project after the funded period.

We also need to be able to see that you have the skills and experience necessary to be able to carry out your project. You can work together with other organisations as part of your project. There is more information on working with others later in this guidance. It is important that the projects we award funding to complement one another, rather than duplicate provision. You'll be asked in your application form how you will ensure this.

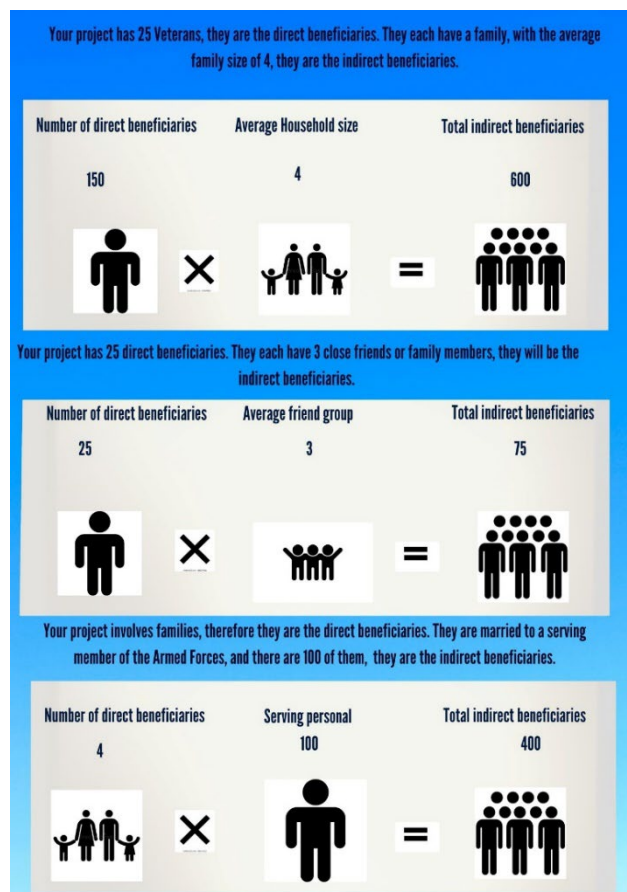
Who will benefit?

We will consider projects that support specific groups of people with serving personnel and/or their families or veterans and their families, who do not currently have access to services that meet their needs.

What do we mean by beneficiaries and how might they be calculated?

- The project beneficiaries are those who will benefit from the project. They are the people whose circumstances are changed by implementing the idea. Under this programme we will consider projects that benefit Armed Forces communities directly or indirectly.
- Direct beneficiaries refer to the individuals, groups, or organisations, which benefit directly from a project or activity.
- Indirect beneficiaries refer to other individuals, groups or organisations who are not the direct target of projects and activities but may be indirectly affected and benefited by the activities undertaken by direct beneficiaries.
- For example: an app is designed to help partners to access employment information. They are the direct beneficiary. The indirect beneficiary is the family, due to the increased wellbeing of the partner and economic situation of the family, if employment is successful.

Below is an example of how direct and indirect beneficiaries could be calculated:



Showing the change that your grant will make

We want to know what changes will take place as a result of your work. This means that we would like to know about:

- the anticipated outcomes for beneficiaries during the project
- what will be different when your project ends
- whether the changes you are making will prevent problems from occurring
- what will happen in the long term after your project has ended – and in each case, why you think your work will achieve these improvements.

Projects should show that they offer a clear and sustained legacy (in embedded good practice, in improved knowledge and evidence, or in some other way).

It is important to have clear plans on how you will measure the impact of your work on individuals, and beyond. All projects that are awarded funding for direct delivery of services to individuals are expected to use the Trust's Impact Hub, which gathers impact data directly from people who use your projects. You can find out more about the Impact Hub [here](#).

We would be less likely to support a project under this programme that **only** provided sustainable benefits for people who were able to take part in the project, as we would want to see that the project would have an impact for people from Armed Forces communities who may have similar needs in the future. This is what we mean by *systemic change*.

Some projects might have a clear plan to be able to finance future work through social investment, social business models or commissioning once they have been able to run an effective pilot to see if a new approach does work. Sustainable access does not have to be through the applicant organisation; and could include solutions where they are mainstreamed into existing service provision or into new organisations.

We will not fund projects that focus solely on research. We may fund projects that contain elements of research where there are definable, practical benefits for Armed Forces communities which help to deliver long term systemic change under the aims of this programme.

How much funding can you apply for?

You can apply for a grant of up to £300,000 in total towards a project being delivered over a period of between 3 and 5 years.

What your application should tell us at each stage

At stage one - Expression of Interest stage

- The specific group that your project will work with.
- The challenges that this group has.
- What evidence you have that this group does not have access to specialist services that meet their needs?
- What future service provision you are proposing?
- Who will you work with to achieve this?
- Why and how this proposed approach is or could be transformational with long-term outcomes and benefits.
- Whether this proposal is intended to deliver preventative solutions.

You will only need to provide an overview of this information at expression of interest stage. If you are invited to full application stage, then you will need to give us more details. You can add additional partners to your project at full application stage.

At Full Application stage

Your application must tell us about the following.

- The specific group that your project will work with.
- The challenges that this group has.
- The evidence you have that this group does not have access to specialist services that meet their needs.
- The future service provision you are proposing.
- How people from Armed Forces communities have shaped these services.
- How you will deliver these services safely and appropriately.
- How you will ensure that this project or approach will be transformational beyond the life of the grant.
- How you will measure impact.
- Evidence of partners you will work with to achieve this.

Please note that being invited to apply for the second stage does not guarantee that your application will be successful. We anticipate considerable competition for funds.

Ethics

Our work supports the Armed Forces Covenant through funding projects that deliver real change to Armed Forces communities. The projects we support need to be carried out to the highest possible ethical standards.

We therefore need to know that you have the skills and experience to work with the groups of people that your project focuses on; can ensure that they are kept safe; and that you take an ethical approach to your work.

Our ethical values are Respect, Competence, and Integrity. We have a Code of Conduct and free online training to explain our approach to ethics. We will ask you to confirm in your application form that you will run your project in line with our Code of Conduct. If your organisation has its own Code of Ethical Conduct, then you will need to explore whether your Code is compatible with ours and tell us about this.

You can access our ethics resources [here](#).

Our assessment criteria

Our criteria are set out below. We will consider each application to see how well it meets these criteria and fund those that we believe will best achieve the programme aims.

The difference that your project is making	
What are we looking for?	<p>That the project is addressing an identified need for a specific group of people within the Armed Forces community and that it will:</p> <ul style="list-style-type: none"> • be able to make a significant difference to people's lives • provide new services that meet needs within specific Armed Forces communities • not duplicate other emerging service provision • be able to show that the project will have longer term transformational benefits that will have an ongoing legacy across the UK after the end of the grant.
What do you need to show us?	<ul style="list-style-type: none"> • What your proposed project will do. • How this would help specific Armed Forces communities. • Why this need/these communities have not previously been supported in this way. • How people from Armed Forces communities have shaped this project or service; and how you know that they will use it. • How many people this is likely to help. • What difference this will make. • What the long-term benefits and systemic change is hoped to be?

Delivery of your project	
What are we looking for?	<p>That your proposed project is feasible, that your organisation has the skills and experience to run your project; and that the approach to running your project would be likely to lead to the long term legacy that you are seeking to have.</p>
What do you need to show us?	<ul style="list-style-type: none"> • That your organisation is well run and well managed. • That you'll be able to start your grant activity quickly. • That you can keep people on your project safe. • That your project will be delivered in line with our ethical values. • Why your project offers good value for money. • Whether you will be working with others to achieve your aims, and how you will do this. • How you will measure the impact of your project. • Your plans to ensure a long-term legacy of your work that will continue after the end of the grant.

Which organisations are eligible to apply?

To be eligible for this funding, you must be a registered charity.

You must have been registered in the UK (with one or more of the charity commissions for England and Wales, or Scotland or Northern Ireland and/or Companies House) for **at least two years** at the time of your application.

Your organisation must have a minimum of three unrelated trustees at the time of applying, and, if successful, throughout the life of your grant, and this must be verifiable at all times on the relevant charity regulator's website.

Charities that have been registered for less than three years should provide clear evidence of their governance arrangements and why they are confident they have the expertise to take on a grant of this size.

Charities that have been registered for less than three years may be subject to enhanced monitoring arrangements were a grant to be awarded.

We will consider applications from charities that are not Armed Forces specific, but they will be expected to show that they will work in partnership with Armed Forces organisations. If working with this sector is new to them, they will need to make a strong case for why they are now wishing to do so.

Community Interest Companies (CICs), local authorities, health bodies and other organisations that are not eligible to apply directly, could play a highly effective role in delivering projects in collaboration with an eligible organisation. There is more information on working with others later in this guidance.

The following restrictions also apply

- Charities that were successful under this programme in 2022/23 will not be eligible to apply to this programme in 2023/24.
- Applications may be declined from current Trust grant holders if the reporting requirements for existing grants from the Trust are not up to date.

Working with other organisations

We will expect you to work with other organisations as part of your project. If any of the organisations that you will be working with will receive part of your grant, then you need to read our guidance below on delivery partners.

A delivery partner is an organisation which is either:

- receiving part of the grant OR
- their involvement in the project, through providing resources or some other means, is critical to the delivery of the project.

Role of the lead organisation

The organisation that submits the application is the lead organisation. It will have legal responsibility for all funding we award and will be financially accountable for any funds that may be distributed by the lead organisation to delivery partners.

Delivery partnership agreements

If we award you funding and you plan to work with one or more delivery partners, it will be a term and condition of your grant offer that you have a formal signed partnership agreement with them. If you're successful, the draft delivery partnership agreement must be approved by us and finalised prior to any funding being released. We may request changes to the draft agreement before it's finalised. You can find guidance on what a delivery partnership agreement should include on our website.

Preparing your project budget

You are advised to consider inflationary increases associated with a multi-year project.

What can funds be spent on?

We can pay for most of the things you'll need for your project or activity, whether it is people's time, costs of delivering work online or buying/hiring equipment.

We will not fund projects with budgets that are dominated by capital costs. We would not expect to fund the costs of purchasing a vehicle, but we would pay for mileage costs on vehicles used by your staff and volunteers.

Your project might include the following costs.

- ✓ Staff time for this fixed-term project. This could be direct project work or for admin or to manage volunteers that may be involved in your project.
- ✓ Sessional staff or freelancers that you may need to run your project and activity.
- ✓ Reasonable travel costs including fares or mileage for project staff, volunteers or beneficiaries to enable participation in the project.
- ✓ Purchasing items that can enable activities to take place. This may include art materials; sports/games/outdoor equipment; supplies for breakfast or social hubs.
- ✓ Purchasing items that will help you to deliver your project, such as additional telephones or laptops.
- ✓ Reasonable costs for storing and transporting items, including wear and tear on private vehicles.
- ✓ Reasonable overheads, which reflect the cost to your organisation of delivering this project, taking account of recent cost increases.
- ✓ Appropriate clinical supervision for workers who are supporting vulnerable individuals.

What can't funds be spent on?

There are several things **we can't pay for**, either because they're not in the spirit of the Fund, or because of relevant legislation or tax rules.

- × Where funding is not benefiting people from the Armed Forces community.
- × Projects that do not clearly meet the aims of the programme.
- × Where money only benefits one person. By this we mean where your whole project would only benefit one person.
- × Making grants or donations of money or items of value to individuals or families.
- × Repeat or regular projects that require a source of uncommitted funding.
- × Endowments (to provide a source of income).
- × Topping up existing grants and aid from a government department.
- × Investments.
- × Fundraising costs, including organising fundraising events and activities.
- × Paying for ongoing costs of existing partnership activity.
- × Projects, activities or services that the state has a legal obligation to provide.
- × Retrospective funding for projects that have already started or taken place.
- × Excessive management or professional fees or contingency costs.
- × Capital costs.

This is not an exhaustive list as we feel it's more useful to focus on what you're trying to achieve and how you're going about this, than to issue long lists of eligible and ineligible costs.

Any grant that we award under this programme would be in line with our charitable objectives. As such, any grant that we award will be for non-economic activities only.

What financial information should you include in your application?

You don't need to give us a detailed budget in your expression of interest. Please give us your overall costs and key budget headings in a clear way.

If you are invited to the second stage and asked to submit a full application, you will need to send us a full and detailed budget and project milestones.

Timetable

This is a two-stage application process.

You will need to submit an 'expression of interest' (stage 1 application) by **5pm Monday 14 August 2023**.

There is only one opportunity to submit this expression of interest.

Your expression of interest will be reviewed against the criteria in this guidance, and the strongest applications will be contacted before the end of September 2023 and invited to submit a full application form by 11 December 2023. Final decisions will be made in February 2024.

We cannot accept any late applications.

We highly recommend you plan to submit your application before the deadline to avoid the risk of missing the cut-off because of technological or other unexpected problems.

We expect that this programme will be highly competitive, and that we will receive more good applications than we can support.

How to apply - the stage one application form

You need to apply using our online application form which you can [access through this link](#).

If you don't yet have an account for our online application portal, then you will need to create one. (You will need this anyway if you are successful in receiving a grant, so that you can submit reports and receive grant payments). On our system, you can save a draft application form to complete later or send a draft copy to colleagues. You can also access copies of the application that you've submitted at any time.

We strongly recommend that you complete your application in a Word document, save it locally as you work on it and when it is complete you then cut and paste the answers into the online form. You will find a Word document with a list of the project related questions on our website. Please don't use any formatting, such as tables or numbered lists, in your Word document, as the online form may not accept this formatting and you might have trouble submitting the form.

When you are entering data onto the online form we suggest you save your form every 10-15 minutes whilst you are completing it, to avoid the risk of it 'timing out'.

You will be emailed when you both save and when you submit the application, please be aware of this when completing the application. We can only consider applications that have been fully submitted. Please check the "Submitted Applications" tab on your grant portal, to ensure the application has been fully submitted.

It's important that we can contact your organisation, particularly, of course, if you receive a grant. You will need to provide two contacts from your organisation on the application. At least one of these should have an email address that belongs to your organisation. At least one contact must hold the relevant authority (CEO/ CO or equivalent) to authorise any grant contract and bank account to be used should you be successful. The main contact must have an email address that belongs to your organisation. If this is not provided, your application may be considered ineligible.

Please think carefully about who these should be, as they will need to be able to sign acceptance of the grant and use of the bank account on the Offer Letter/ Terms and Conditions if your application is successful. If either contact changes, do let us know as soon as you can.

Do check that you have fully answered all the questions because, if not, we might not be able to consider your application.

Do not submit any other documents with your form. Any other documents will not be considered.

You do not need to send any additional information once the application has been submitted. Any additional information received will not be considered unless specifically asked for by our assessors.

Do not send your application by email or post to the Covenant Fund Trust – only applications submitted via the online form can be considered.

You must also make sure that the Trustees/Directors/ senior staff within your organisation know that you are submitting this grant application.

After you submit your application

You will get an automated email to confirm that your application has been submitted. This email will come from an address called mailuk@grantapplication.com. You may wish to add this email to a safe senders list on your email system to ensure that it can come through to you.

If you have not received this email, then your application was not submitted successfully. Please log back into the portal to submit it.

We will check your application to ensure that you've provided all the information we have requested. We may contact you during our assessment if there are any issues we are unclear about – please do not assume any contact or lack of contact is an indication of your likelihood of being successful or declined.

We will review the information you provide in your application and, where relevant, data and information from the Charity Commission, Companies House or other regulators' websites

relating to your constitution and recent audited accounts. We may also look at other publicly available sources such as your organisation's website and social media activity.

After submitting your application, you must advise the Trust of any significant changes in your organisation, its governance or finances which might impact on our consideration of your application.

We will assess your application against the key criteria of the programme.

Checks we may carry out on your organisation

We may carry out several checks on the information you provide us with and about your organisation. This is to make sure that the information is correct and there are no significant risks we can identify when awarding grants.

These may include checks:

- on whether financial information on your application form matches that held by your regulatory body (Companies House, Charity Commission etc.)
- that we can see that you have a minimum of three unrelated Directors or Trustees listed on your regulator's website.
- that your governing documents (such as constitutions and memorandum and articles of association) are up to date, correct and properly signed
- on your accounts that are accessible through regulatory bodies
- on any identified concerns about a person named as a contact or who has a position within your organisation
- that the signatories are valid and well informed about the project
- on your annual report and on your website/social media activity that your organisation is undertaking the activities as described in your application.
- To ensure you are up to date on all reporting with any active grants you hold with the Trust.
- If your organisation is a branch of a larger organisation (such as charities with regional branches or offices), as part of our due diligence checks we may be sharing key details of the application with your head office to confirm eligibility to apply for this funding.
- If you are awarded a grant, that your organisational name and address on your bank statement are consistent with the details you've provided in any completed form or the information that's held elsewhere in the public domain
- If you are awarded a grant, that your bank statement shows that your account is being managed in line with your own financial procedures and our programme requirements

We may ask you to send us additional information or answer specific questions about your organisation. If we ask you to do this, you'll need to send us this information within five working days.

Decisions and what happens next

Decisions about which charities are invited to make a full application will be made by our Board of Trustees, who will review the expressions of interest, using balancing criteria in addition to the key criteria. The balancing criteria include the relative strength and value for money of the project when viewed as part of a national portfolio of projects.

Funds are limited. Therefore, the Board will use their discretion to choose which projects to fund, ensuring a good spread of funded projects and to differentiate between projects that are considered fundable.

Please note that to minimise the risk to public funds the Trust may prioritise those applicants which have good track records on reporting to regulators, demonstrate transparent and appropriate governance arrangements and have comprehensive published accounts. For organisations which previously had grants from us, we expect all reporting on these grants to be up-to-date and may consider this when considering new applications.

Trustees may later take the decision to part-fund proposals. This may mean you are awarded less money than was applied for. If this is the case we will talk to you about what elements of the project were supported and why and discuss this with you.

After the Trustees have met, we will send an email to you using the primary contact email address you provided in your application. This will tell you whether or not you' have been invited to the second stage and will be asked to submit a full application.

Our programmes are often oversubscribed and, unfortunately, we often have to turn good applications down due to lack of available funding. If you have been unsuccessful, we will email you to tell you.

Advance information: What happens after Stage Two if we award you a grant?

If we plan to fund your project, you'll need to accept our grant offer and the terms & conditions of the grant **within four weeks of receiving the Offer Letter** or risk the offer lapsing.

Our [terms and conditions of grant](#) can be accessed on our website. If we offer you a grant, you will need to confirm that you will follow these terms and conditions of grant before we can release any of your grant to you.

We will email you in the first instance to advise you that you have been successful. This email will give you full instructions of what you need to do next to receive your official offer letter, how to accept the grant and what documents you need to provide.

If we offer you a grant, we may invite you to come to a briefing session for new grant holders; and we'll send you the dates for these. The briefing will be held online and explains the next stages of your grant. Alternatively, we may request a virtual meeting with you to provide you with further information and answer any questions you may have.

Your formal Offer Letter and Terms and Conditions will be sent to you after the briefing or meeting. We won't be able to pay your grant until these documents have been signed.

Once we have all the necessary documents back, we will pay the first instalment of your grant. If there are any discrepancies/queries within these documents, this will delay your payment, so please read the accompanying information we provide, thoroughly. Grants will be paid in instalments, and the number and size of these will depend on the size and duration of the grant. A small proportion of the total amount awarded will be retained pending a satisfactory End of Grant report.

If you receive a grant, you will need to keep good records of how the funds were spent and how many people you helped and how. As part of the Terms and Conditions of funding we will ask you to update us on the progress of the project, this will include detailing how the funding has been spent.

We may also expect you to take part in evaluations, impact studies or other research related to the funding you have received. We will let you know what is required and how to participate.

The Trust has a Privacy Policy which explains what data we collect from our grant applicants, and how we use this. Please read this in advance of applying: <https://covenantfund.org.uk/privacy-policy/>

If you have any questions relating to this programme, please look at the programme information that we have on our website.

Following this, if you still have queries and cannot find the answer in these guidance notes, please email info@covenantfund.org.uk