

VETERANS' PLACES, PATHWAYS, AND PEOPLE PROGRAMME

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Part of the Veterans' Mental Health
and Wellbeing Fund



Programme Guidance

The Armed Forces Covenant Fund Trust: Veterans' Places, Pathways and People PROGRAMME GUIDANCE

This programme will award grants of up to £800,000 to portfolios of projects which will work regionally to develop better, more joined-up, lasting support for local veterans with mental health needs.

This guidance is intended for organisations that are interested in applying to the programme as a Portfolio Lead organisation.

Please note that whilst the deadline for full applications is 27 September, we require notification of your intention to apply by 23 July.

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Why are we running this programme?

The Veterans' Places, Pathways and Peoples programme is funded through the Veterans' Mental Health and Wellbeing Fund. It will provide grants for the sustainable provision of places of safety and pathways of support across the United Kingdom.

The funding will look to support work aimed at reducing suicide risks amongst vulnerable veterans, supporting veterans to gain skills and confidence, and (non-clinical) mental wellbeing interventions. It will fill in the gaps in provision between the Positive Pathways programme (activities to support veterans, which have a positive impact on veterans' mental health and wellbeing) and One Is Too Many programme (identifying and reducing suicide risks for very vulnerable veterans not accessing support).

The Trust will only award 10 Portfolio Grants in total and will be prioritising applications that clearly demonstrate a proven ability to take a co-ordinated and informed approach across their country or region. Successful applications will ensure that there are connected pathways that work well for veterans; that there are safe places for veterans to go which connect into these pathways, and that volunteers and staff who support veterans have access to training and work closely with other organisations within veterans' mental health pathways.



Places

Veterans have safe, welcoming places to go in their local area



Pathways

Veterans can be supported to access mental health support and treatment pathways that meet their needs



People

Staff and volunteers in organisations that support veterans can access good quality training and have better access to connect veterans into wider pathways

Programme timeline

May 2021- Programme opens

24th June - Optional webinar for organisations thinking about applying to be a Portfolio Lead

23rd July - Deadline to complete a short form for organisations intending to apply to the programme to be a Portfolio Lead.

July-September -

- Organisations develop their applications and hold consultation events with Armed Forces organisations and wider organisations that support veterans in the country or region that they are applying from.

- Applicants develop their portfolios of projects.

27th September - Deadline for submitting an application to the programme.

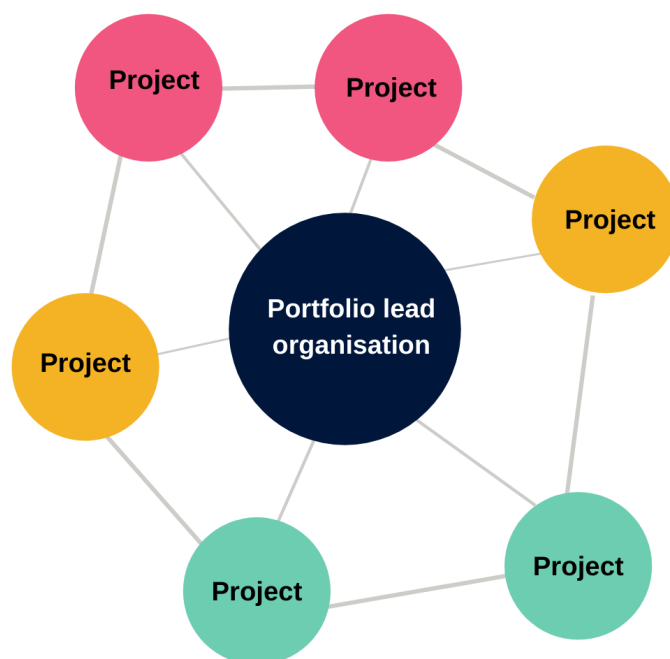
November - Decisions made on funding applications

December - Successful grant holders begin their two-year Portfolio grants.

What will portfolio working achieve?

The sum of the projects working together within a portfolio will deliver more than the organisations working separately could ever achieve. The organisational connections that will be made will ensure that veterans with mental health needs have access to effective pathways of care and support in their region; and that they have safe places to go to access support, reduce isolation and support positive mental health.

Effective Portfolio Leads will use their detailed knowledge of current provision and veterans' needs to develop new and better ways of delivering support to veterans with mental health needs, joining up support and access, and funding targeted projects which fill gaps or improve provision in services to veterans across their region.



The Portfolio Lead organisation is responsible for the grant and coordinates the overall work of the portfolio.



Projects deliver specific areas of work within the portfolio. They report to the Portfolio Lead (rather than the Armed Forces Covenant Fund Trust).



Collectively, the portfolio delivers a programme of work which improves veterans' access to safe **places**, effective **pathways** and that **people** who support veterans in those places have access to training and support.



The work within the portfolio will lead to lasting partnerships that will have ongoing benefits following the end of the grant.

Effective portfolios will achieve the following.

- 1.** Draw together existing projects and services that deliver mental health support for veterans and can form part of wider pathways of care that veterans can be referred into and out of seamlessly. This includes Positive Pathway projects that have been funded through the Veterans' Mental Health and Wellbeing Fund, and the Covenant Fund's Tackling Loneliness programme. It can also include projects and learning from the Veterans Should Not Be Forgotten programme - especially where this has identified gaps in support for vulnerable veterans.
- 2.** Form and develop effective connections between veterans' projects and other statutory services. These activities would build strong and effective links with GP practices and other relevant NHS services; Local Covenant Partnerships; and other statutory services to aid the development of seamless pathways that work well for veterans. They will be able to demonstrate previous experience in developing such links with a strong understanding of the Statutory Sector.
- 3.** Ensuring that veterans have access to safe places to go. Veterans should have access to safe and comfortable places to go, which reduce loneliness, enable veterans to spend time with their peers, but can also provide signposting and referral to services that can help the veteran with the needs they have. This can include supporting veterans to access services and providing safe and supportive places when veterans are awaiting referral or treatment. Effective portfolios may seek to improve capacity within existing spaces, fill targeted local gaps in provision, and work with existing safe spaces to reduce barriers they have in accessing support services for their veteran clients.
- 4.** Improving access for veterans so they can access the support and services they need. Effective portfolios will listen to veterans and use their experiences to develop better joint working that can meet the needs of veterans more effectively. This could include offering more peer support or mentoring while accessing services, finding ways to reduce the number of times that a veteran has to 'tell their story' when accessing help, or reducing barriers that prevent veterans from engaging in help seeking behaviours.

What are Country and Regional Portfolios?

A portfolio grant is where the Trust makes a grant to a single lead organisation, who manages separate projects within their portfolio. Collectively, the portfolio delivers a joined up, interconnected programme of work that benefits veterans.

One portfolio grant will be awarded each in Scotland, Wales and Northern Ireland, and one grant will be awarded in each [OP COURAGE](#) area.

There are different mechanisms in place within England for grouping areas together into regions. We are using the OP COURAGE areas, as we recognise that portfolios might wish to work with OP COURAGE services within their areas. This programme will not duplicate any services that are provided by OP COURAGE. We have attached a map of the OP COURAGE areas as an annex to this guidance.

There will only be one portfolio grant awarded within each area, and the Portfolio Lead and member organisation will be expected to work with statutory and voluntary organisations within that country or region that supports veterans.

It is very unlikely that any organisation would be given a grant to be a Portfolio Lead in more than one region or country.

An ideal Portfolio Lead would be an organisation that already has a strong presence within the country or region, has credibility and can bring together statutory and voluntary sectors to form a wide-ranging portfolio that gives a clear vision for the region.

Portfolio Leads have an important role in facilitating and co-ordinating across the region and building sustainable partnerships. They would not generally deliver projects within the portfolio but might have a significant role in ensuring that pathways for veterans are well developed. We recognise that there is a cost to doing this work well.

There should be at least six projects within your portfolio. A portfolio might contain more projects than this, and many more organisations would be expected to be involved and engaged in the vision and change programme of the portfolio.

A successful Portfolio Lead will generally already:

- be an established organisation with experience in delivering complex projects
- have sound mechanisms for governance of complex projects and experience of multi-agency working
- demonstrate strong regional (within the identified country/OP COURAGE parameters) knowledge and a proven regional footprint
- have clear governance and financial processes in place and preferably be an existing AFCT grant holder
- have the strong, publicly facing support of the Armed Forces community.

Before applying, you will also need to hold open events (which can be delivered online) and other consultation activities to further explore the needs in your region; and widely promote in your country or region that you are exploring forming a portfolio. You will need to show how you have given veterans' organisations and wider stakeholders the ability to explore your emerging portfolio and enable conversations about how they might participate in the developing work.

If you are considering applying to be a Portfolio Lead organisation, you will need to express your intention to apply to us by 23 July 2021.

It is the decision of the Portfolio Lead as to which organisations will deliver projects within the portfolios, and the Portfolio Lead will be responsible for these grant funds. You should, however, be able to show us that you have consulted openly within your country or region and that you have an established a track record of delivery within the country or region, which means that you have credible partnerships already in place.

Your portfolio should also contain wider stakeholder and partnership development work, which organisations across the region could benefit from, which goes beyond the projects that are receiving direct funding as part of your portfolio.

If your organisation receives a grant to be a Portfolio Lead, you'll need to work with the Strategic Lead grant holders, who will be able to support you in your work, particularly on developing pathways, working with statutory organisations and training and resources for people in organisations who support veterans. These Strategic Lead organisations will deliver a legacy of understanding of veterans' mental health and wellbeing needs; enable easier access to, and return from, NHS services; and the safe delivery of support services which are accredited appropriately across the UK.

Strategic Leads will deliver programmes of support within their specialist field to the portfolios and to other not for profit organisations that support veterans, where this support can deliver safe places and safe pathways for veterans.

More details on the Strategic Lead grants, and the support they can offer portfolios will be available in early July.

The Trust will award up to five national level Strategic Lead grants to create a legacy of understanding of veterans' mental health and wellbeing needs, enable easier access to, and return from, NHS services and the safe delivery of support services, which are accredited appropriately across the UK.

Strategic Leads deliver programmes of support within their specialist field to the portfolios within the OP COURAGE areas, and to other not for profit organisations that support veterans, where this support can deliver safe places and safe pathways for veterans.

Strategic grants

lasting legacy of understanding of veterans mental health and wellbeing needs, enable easier access to, and return from, NHS services and the safe delivery of support services which are accredited appropriately across the UK



Cross sector oversight group

Working with NHS, MOD, OVA and Devolved Administrations

10 Country and Regional Portfolios



convene and curate a portfolio of local veteran community focussed projects; develop stronger partnerships to give more veterans better access to seamless support to address mental wellbeing needs

With at least

60 Projects Within these portfolios

The projects will contribute to the development of a world class network of places and pathways, supporting veterans in their mental health and wellbeing needs.



How will veterans benefit?

- ▶ Veterans can find the support they need and access mental health and wellbeing services activities that are interesting and relevant to them
- ▶ When accessing activities, veterans are safe and can be supported to recover. They can be referred seamlessly to NHS or other services
- ▶ Veterans at higher risk of suicide or other risk relating to mental ill health can receive better cross sector support
- ▶ Effective veteran led projects embedded in local care pathways supported by the partnership development of this programme

Which organisations are eligible to apply to be Portfolio Leads?

To be eligible for this funding, you must be a registered charity that specifically supports Armed Forces communities, that has been registered for at least three years at the time of your application.

Specifically supporting Armed Forces communities means that your charitable objectives clearly state that you support people from Armed Forces communities.

It is expected that a Portfolio Lead organisation would have:

- detailed knowledge of the needs of veterans in the country or region that their portfolio application is based on
- evidence of existing work with statutory and voluntary partners on veteran pathway development
- evidence of significant experience in delivering support to veterans with complex mental health needs.

You cannot apply to be a Portfolio Lead if you are any of the following.

- A Community Interest Company (CIC).
- An Armed Forces base or unit.
- A school.
- A local authority.
- An individual.
- A charity which does not specifically state in their objectives that they support Armed Forces communities.
- A charity which is newly registered.
- Other public sector organisation
- A voluntary or community group which is not a charity registered in the UK.

If you are not eligible, or do not want to be a Portfolio Lead, you may still be able to join with a Portfolio Lead applicant to form part of the portfolio grant application.

You cannot receive funding as a project within a portfolio if you are:

- a charity which is newly registered
- a CIC that has been registered for less than 2 years
- an individual
- a voluntary or community group which is not a charity registered in the UK
- an organisation without substantial recent experience of supporting veterans.

If you wish to be considered to be a portfolio project provider, you should not apply directly to the AFCFT. You'll need to connect with other organisations in your country or region. Organisations that are planning on applying to be a Portfolio Lead will need to run open consultation events.

What activities can you apply for under this programme?

Your portfolio will need to show how it will lead to clear benefits for veterans in your country or region.

The long-term beneficiaries of this funding must be the very vulnerable cohort of veterans most at risk of serious ill health as a result of their mental health needs and/or chronic isolation. Those who need support to connect or stay connected to essential clinical supports and/or have a need to reconnect with their peers with the absolute assurance that those places and pathways will be world class in terms of safety and governance and delivered with care and compassion by trained staff and skilled volunteers. Activities or projects that you propose must be additional to existing services and not duplicate existing provision.

A successful Portfolio Lead application is expected to compile a portfolio of individual projects which together should do the following things.

Projects can receive funding through the portfolio for up to two years of work.

Provide **places** that:

1. signpost and refer to appropriate sources of clinical support
2. encourage and support veterans to engage with health and other services
3. support veterans effectively while they are awaiting treatment and when discharged
4. provide ongoing and effective support post treatment, and be a safe place for NHS services to refer to as part of local social prescribing approaches
5. have access to skilled peer-led support.

Provide **pathways** that:

1. enable veterans to move between services and safe places to access different types of support that meet their needs
2. ensure veterans can feel that all services available to them in a pathway are safe and understand their needs as a veteran
3. enable services that work together in a pathway to try to make the veteran's journey as seamless as possible. They can do this by:
 - a. providing practical support when a veteran is accessing a new service (such as going along with them if the veteran would like this)
 - b. providing support while waiting for a service to be available (such as housing, welfare or mental health treatment)
 - c. providing appropriate advocacy when a veteran needs to access a service that is not in the pathway
 - d. work with a range of organisations, including smaller charities and CICs, to create a network of safe spaces in their region.

Enable veterans to be supported by **people** who:

1. are sufficiently trained and skilled to recognise when mental health issues are of concern
2. are aware of the risks involved in supporting those with mental health issues
3. are empathetic and understanding of veterans' needs – perhaps because of their own personal experiences or their professional background.

An ideal portfolio member would:

- work for a collective benefit rather than only for their organisation
 - could act as a 'exemplar' to others - share knowledge, resources
- could lead a project in their area of expertise, but to the collective benefit of the region, the veterans' organisations in that region, and veterans themselves.

Your portfolio, if successful, will need to work with external evaluators who will evaluate the impact of the wider Veterans' Mental Health and Wellbeing Fund. You can also use the Trust's Impact Hub to measure the impact of your work for parts of your portfolio that might be working directly with veterans.

The portfolio grants connect into a wider programme of work that will deliver a lasting improvement to how veterans with mental health needs can access support within their communities.

What are the features of a good portfolio?



Connections between other funded projects from the Veterans Health and Wellbeing Fund and the Covenant Fund within the region

Improving access for veterans; to ensure that they can access the support and services that they need



Forming and developing effective connections between veterans projects/ service and health and other statutory services

Ensuring that veterans have safe places to go; in the communities that veterans live in

The focus of the work for the portfolios can be about achieving change, so it is acceptable in your application to include time to plan work with others and develop partnerships that will lead to improvements in the pathways available to veterans.

You can have organisations in your portfolio that are part of a pathway, but not receiving part of the grant funding through an award that we might make under this programme.

Your work might:

- improve how people work together to improve experiences for veterans with significant mental health needs
- lead to improvements that help veterans feel more confident in accessing support
- offer upskilling for people who work with veterans - particularly volunteers
- work with existing Positive Pathway projects in your country or region to form stronger pathways of support for veterans
- consider a range of veterans' needs and anything special/distinctive about your region (e.g. rural isolation, Ghurkha veterans, local clusters of younger veterans).

It is unlikely that your work will primarily focus on new activities, and more likely that it will focus on joining up existing provision, and filling gaps. It's also unlikely that your work will focus on apps or new technical solutions - though we would expect you to make the most of Veterans' Gateway and other existing projects.

What can funds be spent on?

Under this programme, we expect to make grants of up to £800,000 to single lead organisations who will manage a portfolio of projects in each region lasting up to two years. You can apply for less funding than this, but we would expect to see applications that, including viable costs of leading the portfolio, are for £600,000 to £800,000 for two-year programmes of work.

As part of your application, you will need to identify the projects in your portfolio that will be receiving part of the grant if you were successful. You can also include reserve projects and the Armed Forces Covenant Fund Trust may, at their discretion, fund some of the projects on your reserve list.

You should apply for £600,000 to support the delivery of your portfolio over a two-year period. You need to have a minimum of six projects in your portfolio, though you can choose to have more than six. This is your core list.

You can also include a further list of reserve projects, which could further enhance your portfolio. You can include projects on the reserve list up to a value of £200,000.

Your core list and enhanced list together should total no more than £800,000.

We would anticipate that your project might include the following costs.

Portfolio Lead costs

- FTE or part time staff post to oversee the portfolio projects.
- Line management costs.
- A modest communications budget to raise awareness among stakeholders and veterans of the portfolio and its work.
- Costs of partnership development work.

Portfolio project costs

We can pay for most of the things you'll need for your project, whether it is people's time, costs of delivering work online or in person, buying or hiring equipment - although it is highly unlikely that we will fund projects with budgets that are dominated by capital costs.

Your costs might include:

- FTE or part time staff or freelance/sessional staff posts to deliver projects
- line management costs
- costs of delivering training or support to volunteers.

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 Veterans' Mental Health and Wellbeing Fund, or because of relevant legislation or tax rules.

- Where funding is not benefiting veterans.
- 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 for refurbishing or equipping offices, community spaces or other venues used by veterans or other large purchases such as vehicles or sports equipment, or upkeep of these.

This is not an exhaustive list as we feel it is 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.

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 Portfolio will make	
What are we looking for?	<p>That you will convene and curate a portfolio of local veteran community focused projects; develop stronger partnerships to give more veterans better access to seamless support to address mental wellbeing needs.</p> <p>That the projects in your portfolio will contribute to the development of a world class network of places and pathways, supporting veterans in their mental health and wellbeing needs.</p>
What do you need to show us?	<p>How your portfolio will address the following challenges in a sustainable way, through improving veterans' access to places, pathways and people (especially volunteers) that:</p> <ul style="list-style-type: none"> • veterans can find the support they need and access mental health and wellbeing services activities that are interesting and relevant to them • when accessing activities, veterans are safe and can be supported to recover. They can be referred seamlessly to NHS or other services • veterans at higher risk of suicide or other risk relating to mental ill health can receive better cross sector support

	<ul style="list-style-type: none"> • effective veteran led projects embedded in local care pathways supported by the partnership development of this programme <p>How your work will deliver partnerships and long-term changes that will continue to benefit veterans into the future.</p>
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Delivery of your project	
What are we looking for?	That you have the skills and experience to manage and deliver the work within the portfolio.
What do you need to show us?	<ul style="list-style-type: none"> • Your previous work in managing complex projects and complex stakeholder relationships. • How the portfolio will be structured, governance arrangements and decision making arrangements. • How you will engage with organisations – including smaller charities and CICs – outside the portfolio and involve them appropriately. • How you will ensure value for money. • How you will ensure that all projects within the portfolio offer safe and well managed support to veterans. • How you will ensure that veterans who are unwell receive referrals to support pathways that they need, and how the portfolio will offer any interim support that veterans might need while waiting to access support.

Working with others to develop your Portfolio application

Role of the Portfolio Lead Portfolio

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.

Portfolio partnership agreements

If we award you funding, 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 portfolio partnership agreement must be approved by us and finalised prior to any funding being released.

If your application is successful, you will need to give us a copy of your draft partnership agreement which will explain how you will work with organisations that are:

- receiving part of the grant OR

- critical to the delivery of the project, through providing resources or some other means.

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.

How to apply

July: Register your intention to apply

You will need to register your intention to apply by 23 July 2021. You can do this by filling out a very short form on our online grants' portal through the link on our website. You will not need to tell us at this point who you plan to include in your portfolio – only to confirm your organisation's name, contact information and for which area (country or region) you plan to make an application.

If you don't have an account on our grants' portal, then you will need to create one. On our system, you can save a draft form to complete later or send a draft copy to colleagues. You can also access copies of anything that you've submitted at any time.

Once we have received your intention to apply, we'll send you further information about how to apply and a link to the full online application form. You need to apply through this link that we'll provide. If, having registered, you then decide not to complete a full application, it would be helpful if you could let us know – but please note that this will not impact on any current or future funding that you have or seek from us.

September 2021: Making your application

When you are completing the application, you will need to answer questions about your portfolio as a whole, and about the projects that form part of your portfolio.

You will need to rank your projects in priority order. You should also include details of reserve projects, which, if you are successful, your portfolio might receive additional funding for.

Your application therefore has four parts.

- The core information on what the portfolio will deliver collectively and strategically for veterans in the country or region.
- What your organisation, as Portfolio Lead, will do.
- Information on the essential projects within your portfolio to deliver this vision.
- Information on additional projects that would enhance the portfolio, and the support they can offer to veterans.

Your application might identify the questions and challenges that you want to resolve, present a plan to develop this further and find collective resolutions to these challenges.

As part of your application, you need to attach a high-level delivery plan, which must include a budget and timelines/milestones and detail about the governance and management arrangements you will have in place if successful with your application. It should be a PDF or Word document not exceeding 18 pages in length.

Please be aware that if you are awarded a grant under this programme, it is highly likely that payments will be made on a quarterly basis. You should bear this in mind when planning your budget and developing your delivery plan.

When you submit your application, you'll receive an email confirmation. **If you don't receive this, then you have not applied. You can check the status of your application 'In Progress' section in your account.**

You need to apply by **midday on Monday 27 September 2021**; and you will receive a decision in November 2021.

If we offer you a grant, we will 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. Your formal Offer Letter and Terms and Conditions will be sent to you after the briefing has taken place. We won't be able to pay out your grant until these documents have been signed and returned.

Funding is often oversubscribed, and unfortunately, we often have to turn good applications down due to lack of available funding. If you have been unsuccessful then we will contact you by email to let you know.

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.

It is important that we can contact your organisation, particularly, of course, if you receive a grant. You'll 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 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.

If either contact changes, do let us know as soon as you can.

We strongly recommend that you save an offline version of your application form.

You may also find it helpful to complete your application in a Word document and then cut and paste the answers into the online form. 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.

We suggest you save your form every 10-15 minutes whilst you are completing it, to avoid the risk of it ‘timing out’.

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

You do not need to send any additional information. Any additional information received will not be considered.

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

Checks we may carry out on your organisation and accounts

We may carry out checks on the information you provide us. 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 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 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
- that your bank statement shows that your account is being managed in line with your own financial procedures and our programme requirements, and
- that the signatories are valid and well informed about the project
- on your published accounts and on your website/social media activity that your organisation is currently undertaking the activities as described in your application.
- that you are registered with the appropriate regulatory bodies for the services you are delivering.

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

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After you submit your application

You will get an automated email to confirm that your application has been submitted.

If you have not received this email, then your application was not submitted successfully, and you will need to 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 things we are unclear about – but do not assume any contact or lack of contact as 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 will look at your organisation's website and social media activity.

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

Final decisions will be made by the Trustees of the Armed Forces Covenant Fund Trust, who will review the applications 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, our Trustees 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 they may also take the decision to part-fund proposals (this may involve awarding less money than was applied for).

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 you've been awarded a grant.

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

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

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 in order to receive your official offer letter, how to accept the grant and what documents you need to provide.

Once we have all the necessary documents back, we will pay you the majority 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.

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. We will ask you to report on this later.

If we're not able to fund your project, we will write to you to tell you this.

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

Annex 1: A map of the OP COURAGE areas in England (produced by NHS England)

Our regional footprints

North East and Yorkshire

1. Cumbria and the North East
2. West Yorkshire and Harrogate
3. Humber, Coast and Vale
4. South Yorkshire and Basethlaw

North West

5. Lancashire and South Cumbria
6. Greater Manchester
7. Cheshire and Merseyside

East of England

19. Cambridgeshire and Peterborough
20. Norfolk and Waveney
21. Suffolk and North East Essex
22. Bedfordshire, Luton and Milton Keynes
23. Hertfordshire and West Essex
24. Mid and South Essex

London

25. North West London
26. Central London
27. East London
28. South East London
29. South West London

Midlands

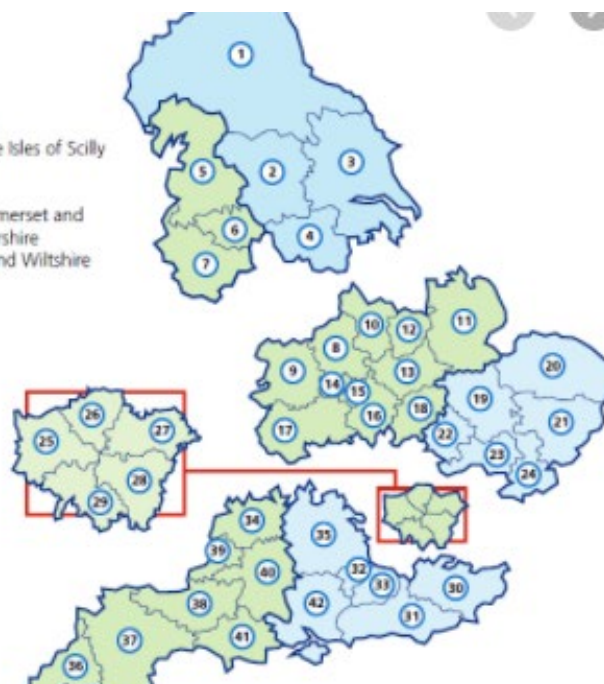
8. Staffordshire and Stoke on Trent
9. Shropshire and Telford and Wrekin
10. Derbyshire
11. Lincolnshire
12. Nottinghamshire
13. Leicester, Leicestershire and Rutland
14. The Black Country
15. Birmingham and Solihull
16. Coventry and Warwickshire
17. Herefordshire and Worcestershire
18. Northamptonshire

South East

30. Kent and Medway
31. Sussex and East Surrey
32. Frimley Health and Care
33. Surrey Heartlands
35. Buckinghamshire, Oxfordshire and Berkshire West
42. Hampshire and Isle of Wight

South West

34. Gloucestershire
36. Cornwall and the Isles of Scilly
37. Devon
38. Somerset
39. Bristol, North Somerset and South Gloucestershire
40. Bath, Swindon and Wiltshire
41. Dorset



The Armed Forces Covenant Fund Trust:

Veterans' Places, Pathways and People

PROGRAMME GLOSSARY

This programme will award grants of up to £800,000 to portfolios of projects which will work regionally to develop better, more joined up lasting support for local veterans with mental health needs.

This document provides a glossary of key terms used within this programme. Please read this in conjunction with the programme guidance.

Strategic Lead	Strategic grants will be awarded to up to five national organisations to provide national co-ordination and support to the Portfolio Lead. More details on this will be published in July 2021.
Portfolio Lead applicant	An organisation that applies for a grant under the Veterans' Places, Pathways and People programme. They need to form a portfolio of projects across their country or region.
Portfolio Lead grant holder	An organisation that has been awarded a grant under the Veterans' Places, Pathways and People programme to lead a portfolio of projects across their country or region.
Portfolio project	A project that sits within a portfolio lead by a Portfolio Lead grant holder.
Portfolio member	A Portfolio member is an organisation that forms part of a portfolio within a country or region. They do not apply to the Armed Forces Covenant Fund Trust for funding directly.
Portfolio grant	The overall grant awarded to a portfolio of projects in a country or region. It is run by a Portfolio Lead grant holder, who is accountable for the grant.
Evaluation provider	The programme will be evaluated by an external evaluation provider. Portfolios will need to work with the organisation that has been appointed through an open procurement process.
Partnership agreement	The Portfolio Lead will need to submit a draft partnership agreement stating how parties within the portfolio will work together. There is more information in the programme guidance.
OP COURAGE area	OP COURAGE is the NHS Veterans' Mental Health and Wellbeing Service in England. There are seven geographic regions of delivery for OP COURAGE in England.

Country portfolio	A portfolio that operates in Scotland, Wales or Northern Ireland.
Regional portfolio	A portfolio that operates in one of the seven OP COURAGE geographical areas in England.