



Delivered by Big Lottery Fund on behalf of UK Government and the Devolved Administrations in Northern Ireland, Scotland and Wales

Guidance for partnerships

We welcome applications from partnerships as they can be effective in meeting a need or tackling a problem. However, you will need to provide clear evidence and justification of the need for the partnership, and how this will help you achieve the CCF outcome.

A 'lead organisation' should submit the application to us on behalf of the partnership. This should be the organisation that will manage the project. The lead organisation must meet the eligibility requirements for CCF.

If other organisations in the partnership will provide goods or services needed for the project and will receive payment from CCF funding, then the lead organisation should explain how they have been chosen. We expect the lead organisation to follow its agreed procedures for obtaining goods and services, show value for money and meet any relevant European laws. If an open tender process is not appropriate we need to know why, so that we may consider if this is the best way to run the project.

If we decide to fund the project, our legal team will review and agree any partnership agreements, and we will enter into a legally binding grant agreement with the lead organisation. This organisation must accept our [terms and conditions of funding](#) and will be accountable to us for how all the money is spent.

Partnership agreements

One of our standard terms and conditions of funding is that the organisation we enter into a grant agreement with cannot subcontract any of the project to other organisations without our agreement in writing beforehand. So if we award

funding, before the project can start we must approve a partnership agreement between the lead organisation and any partners. Please do not enter into any partnership agreement until you have our approval. If you have an existing partnership agreement in place we will review it and it may need to be changed.

In all cases the partnership agreement must ensure that the lead organisation can meet all our terms and conditions of funding, follow our branding guidelines, provide us with all the financial, monitoring and any other information we require and deliver the project on time and within budget.

The partnership agreement must cover a period that is at least as long as our grant agreement with the lead organisation but it must also include a provision allowing the organisation to terminate early in the event that we have to suspend or terminate the funding.

In all cases the partnership agreement must refer to, or include, our terms and conditions of funding. The partnership agreement must also state that if there is any conflict between the interpretation of our terms and conditions of funding and any others, ours will always take precedence.

For this Fund we would not expect to see a partnership agreement in place at the application stage although we will want details of who the proposed partners are and the services they will deliver, but do not draft an agreement in detail until you are awarded funding. Then we will review it and you must have our written approval to get it signed before the project can start. If an existing partnership agreement is already in place we will need to check that it meets our requirements and we will probably require some changes to ensure that the partners are acting under our terms and conditions of funding.

What should a partnership agreement include?

Since a wide range of partnership arrangements exist and every project will be different, we cannot provide detailed guidance. We recommend that partnerships seek their own legal advice.

To help clarify what needs to be included in a partnership agreement we suggest that the lead organisation goes through our standard terms and conditions of funding and decides which ones are relevant to each of the partners involved in delivering the project. This will help identify what needs to be included in the partnership agreement to enable the lead organisation to meet all our terms and conditions.

It must also include a provision which requires all partners to agree to deliver their obligations under the partnership agreement under our terms and conditions of funding, so far as applicable to the nature of the services that they will be providing.

All the organisations in the partnership should also study our terms and conditions of funding carefully and agree what their responsibilities are and how they will carry them out.

We expect partnership agreements will cover the following points:

Purpose or aim of the partnership

Also explain how the aim of the partnership links with the aim of the project.

Who the lead organisation is

Make clear that the organisation that submits the application to us is the lead organisation for the purposes of any grant we award. Include a statement that the lead organisation will be solely responsible to us to deliver the project in accordance with our terms and conditions but also include a clause ensuring that the partners are signed up to our terms and conditions.

Details of each partner organisation

State the names and addresses of all the organisations that are signing up to the agreement. Include details of key contacts.

Financial and contractual arrangements

If the partner organisations will supply goods or services as part of the project then include details of what will be delivered, how often, what the method of payment will be and when payments will be made.

We cannot be responsible for payments to partner organisations. This responsibility lies with the lead organisation. Include a statement that the lead organisation will be responsible for all funds received from us and will not be liable to make payments to a partner organisation until they have received our funding payments. The lead organisation must keep records of all project expenditure and be able to provide evidence of spending to us if we ask for it.

Roles and responsibilities

Explain the main roles and responsibilities of each organisation in the partnership. Make clear which tasks and services each partner will be responsible for delivering.

Policies and procedures

Include all that are required by law or relevant to the project, such as health and safety, equal opportunities and the protection of children, young people and vulnerable adults.

Administration, meetings and record keeping

Explain who is responsible for setting up meetings, how often they will happen and what records will be kept.

Monitoring and reporting

Explain how monitoring information will be provided by the partner organisations throughout the period of the grant agreement to enable the lead organisation to complete regular progress reports for us.

Communication

Make clear how often the project will be discussed by the partnership and by what methods, for example, face-to-face meetings, telephone or email. Make it clear who will be responsible for promoting the project through the media and who will handle enquiries.

Branding

This must be in accordance with our guidelines.

Staff recruitment

This must be in accordance with our terms and conditions of funding.

Changes to the agreement

Explain how changes to the agreement or disputes will be managed and resolved. Remember that a disagreement between the partners might mean that the lead organisation will not be able to meet our funding terms and conditions.

Duration of the agreement

This should include the provision for the lead organisation to terminate the agreement if for any reason we need to suspend or terminate our funding.

Approach to sustainability

Explain how the benefits of the partnership will be sustained.

Signed declaration

All partners must sign the agreement.