Nuffield Foundation

Guide for grant-holders

Updated July 2025

Contents

Section 1: Introduction

This guide sets out our approach to managing grants, including what we require from you. Please read this guide in full on receipt of your award and refer to it as your first port of call during the course of your grant.

You will have received a login to the Foundation's online portal (Community) when completing your *Full application* and you should continue to use this login throughout your project. The Community is where you will be able to view upcoming requirements, upload the progress and reporting requirements for your grant, request changes to your grant, and view your budget as it is stored in the Foundation's systems.

This guide uses the term 'grant-holder' to refer to the 'Principal Investigator' (PI) who has overall responsibility for the project and who is the main point of contact with the Foundation. However, it should be noted that the host institution is also responsible for many aspects of the grant as set out in the terms and conditions, including meeting requirements.

1.1 Your key contacts

Every grant is managed by a Programme Head, Research Grants and Programmes Manager, or Director at the Foundation (herein referred to as your Grant Lead) and a Grant Coordinator (both named on your *Confirmation of award* email). You should contact both by email if you have any routine queries during your grant.

- The Grant Coordinator will ensure core requirements are met and documentation is up to date. They are also best placed to resolve any administrative problems.
- The Grant Lead will provide oversight, support and constructive challenge throughout the grant, to ensure the work is high quality, achieves its objectives, and delivers impact and influence, and to consider whether there are useful links to other projects funded by the Foundation, or other Foundation contacts that it would be beneficial to put you in touch with.

Section 2: Starting your grant

2.1 Confirmation of award

The *Confirmation of award* letter marks the date the grant is awarded, even though the start date for your project may be several weeks or months later. The *Confirmation of award* letter will explicitly set out the requirements of the grant with associated delivery dates. These include:

- Communications plan (see section 3.1)
- Team information form (see section 4.1)
- Progress reports (see section 4.2)
- *Main public output* (see section 4.6)
- End of project assessment (see section 5.2)

Any changes to the requirements and associated dates must be agreed with the Foundation in advance (see section 4.4).

The *Confirmation of award* letter will also confirm the:

- Grant start date
- Grant end date
- Budget

2.2 Project page

When the Confirmation of award has been issued, we will create a project page on our website, setting out the basic details of your grant.

- The project page will feature a summary of your project, based on the information supplied in your application.
- Once the project page is published on our website, you will receive an email notification from us.

We would encourage you to publicise the award of your grant, for example by making an announcement in an organisational newsletter, sharing on social media, or in a blog. For social media posts on Bluesky, please ensure you tag the Foundation @NuffieldFoundation.org and include the hashtag #NuffieldFunded so our social media team can easily find and share your posts with our network. For LinkedIn, use @Nuffield Foundation. You should also ensure your project has a strong presence on your host institution's website or has its own project website.

2.3 Kick-off call

You will be asked to contact the Foundation prior to the official start date of your grant to arrange a kick-off call. It is an opportunity for the Grant Lead and Grant Coordinator responsible for your grant to discuss the project with you, including any questions you may have about the grant and working with the Foundation. This is likely to cover the following topics:

- Introductions
- Overview of the project, highlighting any areas of risk or anticipated challenge
- Plans for the initial stages of the grant
- Using the Community portal
- Requirements of the grant
- The advisory group
    - Group membership, including who will be chairing the group
    - Outline of roles and tasks that need to be covered by members of the group
    - Frequency of meetings and dates (even if subject to change subsequently)
- Communications about the project
- How to acknowledge the Nuffield Foundation's funding
- Any questions from the PI

Kick-off calls will usually be held on Microsoft Teams.

Your Grant Coordinator will provide you with a budget and invoice tracker after your kick-off call. This should be referred to for any budget queries during the grant. This document should also be shared with your finance office so that it can be used for breakdowns which must accompany all invoices (see section 4.3 for details).

2.4 Advisory group

Purpose of advisory groups

An advisory group:

- Should be set up at the start of a project or shortly afterwards
- Acts as a sounding board for the PI and Co-Investigators, to advise and provide constructive challenge on approaches to the research, such as overall design, methods, analysis, interpretation, policy application, reporting and dissemination
- Is not a project steering group; the purpose is not to drive the project forward and to keep a check on progress (this forms part of the PI's role in leading the grant).
- Is an important element in the Nuffield Foundation's management of grants and in helping to ensure the quality of work carried out under the grant. The Foundation's Grant Lead managing the grant should therefore always be a member of a project advisory group and should always be invited to advisory group meetings, though they may not always attend those meetings.

Role of advisory group members

The functions of advisory group members include, but are not limited to, advice and challenge to achieve project objectives in the following areas:

- The conduct of the research, methods and approaches
- Ethical considerations
- Research instruments designed and/or used as part of the project
- Analytical approaches and

interpretation
- Advising and commenting on research outputs, including reports
- Advising on current and future policy, practice and delivery contexts relevant to the project, both nationally and, where relevant, internationally
- Identifying opportunities for enhancing the impact of the study on policy, on practice and on building future research capacity
- Advising on strategies and opportunities for disseminating results from the research
- Helping to develop the Communications plan for the grant
- Raising awareness and using professional and/or academic networks to promote engagement with the study and its findings/outcomes
- Advising on areas or issues on which the research team needs to seek external advice, whether that is from the Nuffield Foundation as funder, or from the wider research, policy or practice communities

Membership of advisory groups

The PI is required to seek the views of the Nuffield Foundation Grant Lead regarding advisory group membership and confirm the names of members once finalised.

- Group members should be invited on the basis of their ability to contribute to the project.
- Contribution could be in terms of their knowledge of the subject area, research methods, analytical approaches, or the policy or practice environment.
- The group performs an important role in the management of a live grant, raising any ethical concerns and advising on the conduct of the research/development, analysis and reporting.
- The PI must give significant consideration to ensuring that the advisory group represents a diverse range of expertise, backgrounds, views and experiences.
- The Foundation's Grant Lead should always be a member of the advisory group and receive all papers but, depending on circumstances, may not always attend the meetings.
- The Nuffield Foundation does not usually pay for the time of advisory group members but please contact your Grant Coordinator where there are specific circumstances where this would limit the involvement of key organisations or individuals.
- Projects should offer to compensate for reasonable actual travel and subsistence incurred, so long as these are included in the agreed budget. Advisory group members should claim their travel and subsistence costs from the host institution directly.
- If there is a need to add additional members to the advisory group or replace existing members, please send your Grant Lead an email before sending an invitation. The email to the Grant Lead should include the name of the proposed new member and why their expertise is needed.

All individuals invited to join the advisory group should be sent a document outlining the terms of reference for the group, to ensure that there is a shared understanding of the purpose and remit of the group. A template terms of reference document can be found in **Appendix A**, which we expect grant-holders to work from and adapt as required.

Role of the Principal Investigator in the advisory group

Where needed, the PI should ensure the following tasks are managed appropriately:

- Recruiting appropriate members to the advisory group, including considering

the independence required to chair the group, identifying a suitable chair, and circulating the terms of reference document to them following agreement with the Foundation's Grant Lead
- Organising meetings of the advisory group, including securing an appropriate venue and facilitating virtual meeting attendance
- Agreeing and circulating agendas and papers for meetings in advance of the meeting to all members (including those members unable to attend a particular meeting)
- Arranging a note-taker for the meeting and circulating minutes of the meeting and any agreed action points
- Circulating project plans for comment or agreement, including (but not limited to) fieldwork documents (letters, data collection tools, questionnaires and topic guides etc.), analysis plans, communications and dissemination plans
- Circulating drafts of project outputs for comment or agreement, including draft and final reports, papers for publication, presentations etc.

Note that the papers and minutes of meetings should not be relied upon as a way to inform the Foundation of challenges or potential changes to a project; these should always be raised directly and *Change requests* should be submitted as appropriate (see section 4.4). It should not be assumed that suggestions and recommendations by the advisory group regarding changes to the project will be accepted by the PI, host institution or the Foundation.

Any variation to these responsibilities should be agreed between the PI and the Grant Lead at the Foundation.

Frequency of advisory group meetings

The frequency and scheduling of advisory group meetings should be agreed between the Grant Lead and the PI during the kick-off call. The timing of meetings will need to take into account:

- The overall length of the project
- The phasing of different stages of the grant, particularly critical junctures for the project
- The need to give group members sufficient time to read and comment on papers in advance of the meetings, and to be able to shape the project in line with its objectives and the practical development of the work
- The location of members

Feedback on papers, reports and other outputs can happen at meetings, but also via email or in writing, as appropriate. PIs may also wish to consult advisory group members on an ad hoc basis, and/or to seek feedback or advice on particular issues via email.

Meetings may be held in person, virtually, or as a hybrid of both.

The Nuffield Foundation may be able to host advisory group meetings at its offices in London, though this is not guaranteed.

Section 3: Communications, stakeholder engagement, and impact

Effective communication and stakeholder engagement activity is essential in enabling your project to achieve its objectives and maximise its impact. It should be an integral part of your project from the outset. This section sets out our requirements in relation to planning and implementing communications and stakeholder engagement, as well as delivery of your project outputs. It also provides some general guidance on effective approaches, although you may want to bring in communications expertise from your host institution.

In particular, PIs should note the following requirements:

- Grant-holders must submit a *Communications plan* to the Foundation by the date agreed in the *Confirmation of award* (see section 3.1).
- Grant-holders must publish at least one report which is freely and publicly available and which serves as a concise account of the project, accessible to as wide an audience as appropriate, and drawing out key findings and recommendations prior to the grant end date. We refer to this as the *Main public output* (see section 4.6).
- Grant-holders must ensure that all communications and stakeholder engagement activities and outputs acknowledge the Foundation (see section 3.4).
- Grant-holders must provide the Foundation with advance notice of any media activity, including press releases, media articles or appearances. Press releases must be sent to the Foundation at least two working days prior to release (see section 3.4).

3.1 Communications Plan

We expect your Communications plan to develop over the course of the project and we ask that this document is updated and resubmitted when there is a substantial departure from your original plan. This could be because a new opportunity presented itself, you identified a new audience to reach or you realised that your original plan wasn't sufficient.

You will be sent a reminder when your *Communications plan* is due.

Developing your Communications plan

The specific approach to communications and stakeholder engagement will depend on the project, the impact you want it to achieve and your intended audiences. There is no single model for an impact strategy or *Communications plan*.

Your *Communications plan* must include clear objectives about the impact you want to achieve, the key messages for your intended audiences and a plan for how you will reach them. The document should be concise and actionable.

We provide a *Communications plan* template in **Appendix C**. The notes below each heading will be useful in planning your communication activities.

Objectives – what do you want to achieve?

Consider what impact you want your project to have – what are the objectives of your communication activities? For example, are you trying to influence a specific area of policy, change practice or inform public debate? This will determine how you select the most appropriate communications and engagement activities for your project.

Try to be as specific as possible when setting out your objectives.

Audiences – to achieve your communications objectives and desired impact, who do you need to communicate your findings to?

Often there will be several audiences to think about, and these might have different needs and priorities. Who do you want to talk to about the project? Why are they the right people to talk to about the project?

A good place to start is by listing as many people/audience groups as possible that you normally communicate with who are interested in the area – and who you would like to communicate with – to produce a list of audiences. They could include:

- Civil servants
- Parliamentarians
- NGOs
- Think tanks
- Practitioners
- Other researchers
- Journalists
- Beneficiaries
- The general public

By defining your target audiences, you can then consider the best ways to engage and reach them. Be realistic with who you want to influence; you might not be able to reach everybody so you should focus the majority of your resources on two to four audiences.

Channels – how will you get your key messages to your audiences?

An important part of your *Communications plan* is deciding which channels you will use to reach your audiences and when. These channels could be meetings, seminars, conferences, articles, email, social media, press release, blog or vlog, or podcasts.

When deciding which channels to use, consider the needs of your audience. You need to make it as easy as possible for them to engage with your message. Using the channels they are most familiar with, and responsive to, will help. So consider:

- How does each audience group normally receive communications?
- What do they read, watch or listen to?
- How could you use these channels to get your message(s) across?

In drafting your plan:

- Ask yourself (and others working in the area) – what opportunities are on the horizon to contribute to relevant policy and/or practice debates? This could be in person, such as seminars or conferences; through select committee inquiries or government consultations; online, such as blogs or conversations on social media; or responses to consultations/evidence reviews etc.?
- Draw on the knowledge, expertise and professional networks of the project's expert advisory group throughout the project, including when developing the plan, promoting the project externally and disseminating published project outputs.
- Look out for news stories that are relevant to your project as these can be a good hook to raise its profile. This could be by tweeting a journalist, writing a letter to a newspaper, or talking to your press office about a more formal response via a press release or blog post.

Identify the online platforms where your target audiences are most active and take your message there. It is easier to engage with networks, blogs and communities that already exist than to attract audiences to new places. Bluesky is a good place to start, Medium is a growing platform for longer posts, and The Conversation specialises in articles by researchers that discuss emerging evidence in the context of the current news cycle. There will also be subject-specific spaces that will be relevant to your project.

- Think about whether you could divide your research into different phases or themes to encourage stakeholders to engage with specific elements/findings.

For each audience group set out how you will get your messages to them.

Key messages for each audience

When it comes to communicating findings from your project, it is likely that your messages will be different for the different audiences.

As your research develops you should go back and update your *Communications plan* with the relevant points for each audience you have identified and set out a 'call to action' based on what you would like them to do as a result of the findings and why you think they are an important audience.

Having a clear and focused set of messages for each audience helps people understand and register your message, particularly if they hear the same message in different communications relating to the project.

When tailoring your message to each group it can be helpful to think about:

- Does the audience already know something about the issue?
- Would they already have an opinion? What might this be?
- How could they benefit from knowing the findings?
- Are there any changes they might make in light of the findings?

You may wish to consult with some members of your target audience to discuss the findings in more detail to better understand their perspective and shape the messages you want to convey.

Having considered the points above, for each audience set out:

- What do you want them to know?
- What do you want them to think and feel?
- What you do want them to do?

Planned outputs

In this section, list all of the planned outputs from your project and expected dates for when these will be produced (see section 3.3). This must include at least one report that will be freely and publicly available and published prior to the grant end date (see section 4.6). We refer to this as the *Main public output*. This must be submitted to the Foundation for review, and your *Communications plan* must build in timescales for this. You should allow eight weeks for review and editing when submitting your *Draft main public output* to the Nuffield Foundation.

If you are producing short summaries or articles, ensure that they make sense as standalone documents and that clear links are provided for those who might wish to explore the material in more detail.

Costs

Consider whether the proposed communications activities are feasible within the money allocated in your project budget to communications and stakeholder engagement.

Archive for primary materials/data (if appropriate)

This section should include a proposal for an appropriate archive where you will deposit primary data collected in the course of a project, clearly stating what data will be archived, the timeline for doing so and how this will be communicated to interested parties.

3.2 Events

As part of your dissemination activity, you may decide that the best way to reach your key audiences would be through a workshop, seminar, roundtable or similar event(s). These events could be formative – designed to inform your project while ongoing – or designed to disseminate findings from your project, discussing them and how to achieve impact.

The first thing to consider when planning an event is **whether an event is really needed, and if so, what you want to achieve** from it, and whether it is likely to be genuinely productive. This will help you identify who to invite (numbers and mix of stakeholders), the appropriate format and programme, the chair and speakers, and the venue. Planning and delivering an effective event is time consuming and **you will need to prepare well in advance and plan sufficient resource** to make your event a success.

It may be possible for you to use the Foundation's offices in central London, where we have rooms of a variety of sizes. In some cases, PIs can access additional funding for meetings held at the Foundation using standard AV equipment and catering. Due to the limited availability of our meeting rooms, we cannot guarantee this, but if you are interested then seek advice from your Grant Coordinator about the funding available and lead times for event room bookings.

Foundation staff may also identify opportunities for you to contribute to an event that the Foundation is organising – for example, if your project is one of several on a linked theme reporting at a similar time, or if your research is relevant to a policy seminar we are convening.

3.3 Project outputs

You should consider the most appropriate outputs for disseminating your project and its findings to your target audience(s) as part of your communications planning.

This may include:

- Reports
- Journal articles
- Briefing papers
- Presentations
- Blog posts
- Podcasts
- Videos
- Slide decks
- Interactive data platforms or visualisations

It may be that a series of smaller papers may be the most effective way of communicating and achieving impact with your audiences during the course of your project. All such outputs must be specified in your *Communications plan* and acknowledge the Foundation appropriately (see section 3.4).

Our minimum requirement is that you must produce at least one report which is freely and publicly available and which serves as a concise and accessible account of your entire project, drawing out key findings and recommendations. We refer to this as your ***Main public output*** – it must be published by your organisation and disseminated before your grant end date and in accordance with the agreed activity and timelines set out in your *Communications plan.* You should allow eight weeks for review and editing when submitting your *Draft main public output* to the Nuffield Foundation. **More information is in section 4.6.**

3.4 Acknowledging the Nuffield Foundation

The Nuffield Foundation must be acknowledged in all outputs resulting from your project, and in all communications about your project, such as press releases and reports, media appearances, presentations, webpages, seminars and conferences.

This guidance provides a model for acknowledging the Foundation in the most common types of output. However, there will always be outputs outside these examples. If you are unsure about how to acknowledge the Foundation's role in your project, then please contact your Grant Coordinator.

Standard acknowledgement

We have two standard texts for acknowledging the Foundation, a full version and a shorter one. If your project is funded under the Oliver Bird Fund or the Understanding Communities Fund, your Grant Coordinator can provide you with custom acknowledgement text.

The full version of our acknowledgement is:

> *The Nuffield Foundation is an independent charitable trust with a mission to advance social well-being. It funds and undertakes rigorous research, encourages innovation and supports the use of sound evidence to inform social and economic policy, and improve people's lives. The Nuffield Foundation is the founder and co-funder of the Nuffield Council on Bioethics, the Ada Lovelace Institute and the Nuffield Family Justice Observatory. This project has been funded by the Nuffield Foundation, but the views expressed are those of the authors and not necessarily the Foundation. Find out more at: nuffieldfoundation.org.*
>
> *Bluesky: @nuffieldfoundation.org*
> *LinkedIn: Nuffield Foundation*

The full version is the default for written outputs such as reports. The most appropriate place is the acknowledgements section, but it can feature elsewhere if your report does not have a separate section. Our logo should appear alongside or underneath the acknowledgement and not on the front cover unless we specifically request it (see Appendix B).

The shorter version of our acknowledgement is:

> *This project has been funded by the Nuffield Foundation, but the views expressed are those of the authors and not necessarily the Foundation. Visit nuffieldfoundation.org*

The shorter version can be used in instances where the output is much shorter, for example in standalone summaries, in journal articles, and in presentations. You should use the logo alongside if there is space but there is no requirement to do so.

Acknowledging the Foundation in books

In situations where you use findings from your Nuffield–funded research in a book, or chapter in a book, the Foundation should be acknowledged. As a minimum, please use the shorter version of the acknowledgement text above.

If a book is based wholly or largely on research funded by the Foundation, then our preference is to include our logo on the back cover. Of course, this is subject to the agreement of the publisher. Please raise this with the publisher at the earliest opportunity and we are happy to liaise directly with them if appropriate both about acknowledgement and dissemination issues more generally.

Acknowledging the Foundation in press releases

If you are issuing a press release at any point during your project, then you must:

- Ensure your press release acknowledges the Foundation's funding
- Share it with the Grant Lead and Grant Coordinator **at least two working days** in advance of it being distributed

If you are drafting a release, please refer to the project being 'funded by the Nuffield Foundation' in one of the early paragraphs. You should also include the full acknowledgement in the notes to editors.

Acknowledging the Foundation on social media

We encourage grant-holders to utilise social media to share project updates and increase your public profile.

Tagging the Nuffield Foundation is required for any social media posts sharing important information about your project. On Bluesky use @NuffieldFoundation.org in the body of your tweet (if you are posting a thread, it is only necessary to use it in the first post and not in every subsequent one). On LinkedIn use @Nuffield Foundation.

You should also reference the Nuffield Foundation's funding in your social media page's description/biography.

Acknowledging the Foundation in graphics

If you produce any graphics (zines, images, posters etc.), you must include the Nuffield Foundation logo. It is not necessary to use either version of the acknowledgement text.

Using the Foundation's logo

We ask grant-holders to use the Nuffield Foundation logo alongside the acknowledgement in reports on work funded by the Foundation. Other instances where you should use it are:

- On PowerPoint presentations (this does not need to be on every slide)
- On websites or webpages that feature your project (if possible, the logo should have a hyperlink to our website)

Please refer to **Appendix B** for guidelines on using the Nuffield Foundation logo.

3.5 Accessibility

You should consider whether your output is accessible for different audiences. This includes thinking carefully about your choice of font, format, and colour scheme. Videos with audio must have subtitles or closed captions available.

Please refer to the Government Communication Service's guide on planning, creating and publishing accessible social media campaigns for information on how to improve the accessibility of your outputs.

Section 4: Ongoing grant management

Throughout your grant we will provide advice and support to help you achieve your objectives. The requirements set out below provide a framework to facilitate this.

Your Grant Coordinator will send you a reminder email before the due date of each requirement with instructions on how to submit.

4.1 Team information

After your grant has started you will be asked to submit a *Team information* form on the Community portal. We use this form to collect the details of individuals who joined the project after the application process. There will be additional opportunities to submit information about additional new joiners as part of the *Progress reports*.

Not only do we want to be able to better recognise those who contribute to your project, but having up-to-date contact details allows us to send all team members Diversity and Inclusion monitoring forms, which helps us ensure that our grant-making activities are inclusive, and supports diversity among our grant-holders.

The monitoring form also asks team members to identify if they consider themselves at the early career stage, which we will enable us to direct specific support to them.

4.2 Progress reports to the Nuffield Foundation

Progress reports are the short updates we require throughout the project, which are for internal use by the Foundation for planning and grant management purposes. The number and timing of *Progress reports* will be set out in your *Confirmation of award* letter or will have been agreed since the issue of this letter. If you are unsure when these updates are due, check the Community portal or ask your Grant Coordinator. You will receive email reminders prior to the due date with instructions on how to submit the report.

These reports are an opportunity for you to give us an account of progress to date, problems and successes, and any circumstances that have led to a significant departure from the work specified in the original proposal (even though you will already have sought our agreement on these, see section 4.4).

The *Progress report* is designed to help facilitate conversations with you about how the project is going and how we might assist in achieving the project objectives – for example, by providing advice on overcoming obstacles, considering whether the project needs to be refined, or linking you to key stakeholders and other ongoing relevant research.

4.3 Submitting invoices

Invoices must be submitted quarterly in arrears, accompanied by a table setting out actual expenditure against the agreed budget categories. Your Grant Coordinator will provide you with a budget and invoice tracker after your kick-off call. Please ask your finance office to use this document to submit the invoice breakdowns which accompany invoices.

All invoices should be sent by email to grantinvoices@nuffieldfoundation.org and marked clearly with your grant reference.

We will not make final payment for your project until your *Main public output* has been published and disseminated and we reserve the right to withhold up to 20% of the grant amount (to a maximum of £50,000) for this purpose.

Common reasons why we reject or query invoices are:

- No breakdown has been included
- It is unclear which budget category a cost should come from
- Spending in a category is significantly faster or slower than anticipated (for example in the original budget) without a satisfactory explanation
- The costs on the invoice do not add up
- Expenditure has been incurred outside the period of the grant
- The invoice draws down the final 20% of the budget prior to publication and dissemination of the *Main public output*

Please ensure that your finance department is notified of our invoicing requirements.

4.4 Proposed changes to your project

To manage your grant effectively we need to be consulted on key project changes including, but not limited to:

- Project scope
- Approach/design and delivery plans
- Outputs and communication activities
- Staffing
- Timetable
- Budget (including budget categories)

This applies even where there are no budgetary implications.

These are likely to be exceptional situations, and we will treat such requests on a case-by-case basis. Our aim is to support you in delivering the best possible project and impact. Changes may be requested in response to earlier study findings or to take up new opportunities that present themselves as the project progresses. We recognise that sometimes project changes are required to achieve this and that sometimes it is not possible for grant-holders to deliver as planned due to reasons beyond their control.

If you wish to make a change to your project, you will need to contact your Grant Coordinator about the changes you want to make before submitting a formal request through our Community portal. They will advise you on whether a *Change request* is necessary and what information you will need to provide. If a *Change request* is necessary, they will provide guidance on the submission process.

Below we provide more information on different types of *Change requests* and the sort of information you may be asked to provide. To ensure that the Nuffield Foundation is able to quickly approve your *Change request*, please gather as much information as possible prior to contacting your Grant Coordinator. They will then be able to advise whether you will need additional information before submitting a *Change request*.

Project scope or approach

Changes to research questions, sampling strategy, sample size/coverage, recruitment procedures, approach for control groups, analysis plans, availability of data.

- If you wish to make significant changes to the scope of your project, or how you will meet the aims and objectives, you will need to explain why this change is necessary, what impact it might have on your aims and objectives, how you plan on mitigating any potential impacts, and potential implications on your budget and timetable.
- You must notify us as soon as possible if you fail to gain access to research facilities or samples, or to gain ethical approval, and are therefore unable to proceed as planned. You should set out your proposal for how to proceed with the project, including the rationale and wider implications for delivery and success of the project.

Project outputs and dissemination

If you want to make substantial changes to the activities covered in your *Communications plan.*

- In these instances, we would expect you to update your *Communications plan* alongside the submission of a *Change request.*
- We would not expect grant-holders to complete a *Change request* for minor changes to planned communication activities with no financial implications, for example if you are going to do a blog about the work or submit to a different conference.
- There are likely to be budget implications if you plan on making substantial changes to your planned communication activities. Your Grant Coordinator will ask you to propose budget transfers to accommodate the change.

Staffing changes

Changes to named team members, including institution moves, long-term absences from the project (both planned and unplanned), and time contributions to the project.

- As PI, you must inform us immediately if you intend to move to another institution during the course of the grant. We will then discuss with you whether a new PI should be identified or whether the award should be transferred to your new host institution. Depending on what we agree, we will then inform you of what is required to action this.

- If other project staff move institution then you must inform us as soon as possible, even if that staff member's contribution to the project is unchanged and there are no cost implications. You must also notify us if a member of the team leaves the project.
- If project staff are absent from the project as a result of parental leave, caring responsibilities or long-term sickness, please contact us as soon as possible.
- If you have recruited someone to a role budgeted for in your application, there is no need to submit a *Change request* to notify the Foundation. However, you should still email your Grant Coordinator to let them know that the role has been filled.

Timetable

Delays to your work plan, including those which mean you will no longer be able to complete your project by the grant end date.

- The work to be undertaken under your grant – including the publication of your *Main public output* and implementation of the bulk of your *Communications plan* (but excluding journal articles) – must be completed by the end date of your grant. If your timetable has slipped and the end date is no longer accurate, you will be asked to submit a request for a no cost extension.
- Please consider exactly how much of an extension you will need to complete the research and dissemination activities outlined in your *Communications plan.* If you are unable to accurately estimate the impact on your timetable, you should wait until you have a clearer understanding before submitting a formal Change request. Please contact your Grant Coordinator even if you do not have a definite understanding of the timetable impact.
- Requests for a no cost extension should not be submitted during the first 50% of the grant. If you are experiencing substantial delays early on in your project, please email your Grant Lead and Grant Coordinator about your concerns. This should include details on the cause of the delay, the impact of the delay on your timetable and potential approaches to mitigate the delay.
- Please consider how an extension will impact your requirement due dates, staffing and budget.
- The Foundation is not liable for any costs incurred after the agreed end date, so it is to the grant-holder's advantage to ensure any extensions are agreed well in advance.

Budget transfers

Permission is needed to move expenditure between the approved budget categories, **even if to do so would be cost neutral**, since such changes usually have implications for the focus and delivery of the project.

- There is no need to submit a request to roll forward your budget at the end of each financial or calendar year.
- Alongside the budget transfer, you will need to justify why these changes are necessary and the implications for your timetable.

4.5 Unforeseen costs and supplementary grants

Our expectation is that grant-holders will keep within the agreed budget and, if necessary, request transfers between budget categories to make adjustments. If it is not possible for justified additional costs to be met by a transfer, we may sometimes consider requests for supplementary funding in cases where unexpected costs have arisen due to unforeseeable circumstances.

Occasionally there may be an outstanding opportunity to enhance your project, and you may wish to seek additional funding to support this by requesting a supplementary grant for this purpose. In this case, you must demonstrate how the additional expenditure will increase the impact of the project.

In the first instance, you should contact your Grant Lead and Grant Coordinator to discuss the reasons for your request and the rough budget required. If we think you have a potential case for additional funds, we will ask you to submit a formal request which, depending on the nature and level of the request, may involve completing a *Change request*.

4.6 Main public output

Your *Main public output* (MPO) should be aimed at a generally informed and interested reader but not necessarily someone with detailed prior knowledge of the topic or technical expertise. While the report may include technical or subject-specific detail, it should be written in a clear, concise, plain English style, using section headings and bulleted lists of key points.

MPOs differ in length, reflecting project duration, complexity etc., and the intended length should be discussed with your Grant Lead and/or outlined in your *Communications plan*. As a general guide, we usually expect them to be 25 to 50 pages in length (excluding appendices).

We expect your MPO to include the following:

- A summary of no more than 3,000 words which should serve as a standalone executive summary of the full report targeted at a policy and/ or practice audience. The summary should provide enough detail about the rationale for the project, the project aims, methods, findings, and key recommendations for policy and practice to provide a clear account of the quality of the work and robustness of the conclusions.
- A description of the project's overall objectives and why it is important, both in terms of its contribution to the evidence and why it matters to policy and/or practice
- A brief account of the project's methodology (details can be covered in an appendix)
- An engaging account of your key findings, clearly articulated and supported by appropriate visual representation, tables and/or figures
- An assessment of the implications and recommendations for policy and practice (and where appropriate, further research and analysis) arising from the project, and what you think needs to happen next. This will be an important section of the report, and will often align with the key messages

for policy and practice set out in your *Communications plan*.

Your MPO (and any interim public reports) will be reviewed by the Foundation. Other outputs may also be reviewed by the Foundation, and this will be agreed as part of the ongoing discussions about your *Communications plan*. Prior to review by the Foundation, we expect you to use your advisory group (and where relevant other peer reviewers) to help you consider the approach to your outputs and to critique drafts. Feedback from the advisory group should be incorporated into your draft before you submit it to the Foundation.

When submitting outputs to the Foundation you should **allow at least three weeks turnaround for review comments**. This is so we have the opportunity to provide feedback, to advise on opportunities for impact and to check that the Foundation is appropriately acknowledged. Our feedback may require you to make changes to the output, both in terms of the content and the presentation, so it is essential that suitable time is built in to respond to any comments or queries following our review. Given the quantity of projects that we fund we cannot guarantee that we will always be able to provide feedback, but we will endeavour to do so where we can, and having timings set out in your *Communications plan* will help our scheduling.

Towards the end of the grant, we will ask you to provide a **quick read summary** of 300-400 words which conveys succinctly the aims of the research, the methodological approach, what it found and the implications for policy, practice and future research, if appropriate. This will be used on the Nuffield Foundation project page and can be used in other communication channels such as newsletters, annual reports and LinkedIn. It should be prepared ahead of the MPO's publication so that the project page can be updated as the link to the MPO is added. It should be clear and accessible, with minimal use of jargon or technical terms. In some circumstances, there may be a case for producing one or more **policy or practice briefings** in addition to the executive summary. This is an effective format for communicating actionable findings directly to policymakers and practitioners, during or at the end of the project. The success of the briefing in supporting your project's impact will require engaging policy and practice stakeholders early on in its development. Consider how best to engage relevant advisory group members and other contacts as you start to prepare the document, and involve them in its dissemination. The Foundation can provide further guidance as needed.

Publishing your MPO and other outputs

- Unless otherwise agreed, the host institution is responsible for publishing the MPO.
- The PI, and not the Foundation, is responsible for all aspects of producing and disseminating the report, including the content and quality, and making sure it is available on the host institution's website or project website. The report should therefore comply with the host institution's branding and style guidelines.
- If you are producing other outputs, including journal articles, the Foundation still requires publication of the MPO before the grant end date unless agreed with the Foundation in advance.
- We recognise that for some other outputs such as journal articles, production timescales can be too long to make publication before the end of the grant feasible. For that reason, we ask that any key journal articles are at least *submitted* (as opposed

to published) by the end of the grant (although this does not stop you from submitting additional journal articles after the grant has ended).
- We cannot incur any costs after the end of the grant, unless you submit a compelling case for why the Foundation should fund further work. Nonetheless, we strongly encourage you to generate appropriate additional outputs after the end of the grant if this helps achieve impact and we would like you to keep us informed of any further outputs relating to your project and to send us copies (where relevant).

All final versions of outputs should be submitted to the Foundation. Once an output is in the public domain, we will post links or reference this on our website as appropriate.

4.7 Approaching the end of your grant

By the end date of the grant **you are responsible for ensuring that the *Main public output* and any other outputs have been published and disseminated, as set out in your *Communications plan*.** Please note that all expenditure relating to the grant should be incurred by the end date. You must notify the Foundation as soon as possible if you have difficulty complying with these requirements.

Section 5: After your grant has ended

Please be aware that access to the Community portal will not be indefinite, so we recommend that you save key documents and do not rely on Community as the sole repository for information about your project.

5.1 Final invoices

After your grant ends, you are responsible for ensuring that all invoices relating to the grant have been submitted within six months of the end of the grant.

Balances unclaimed after six months will be retained by the Foundation.

5.2 End of project assessment

After your grant has ended, we require submission of an *End of project assessment*. This is comprised of two parts:

1. Around the end of your grant, we will ask you to submit **Part A** of the *End of project assessment* with your reflections about how the project went, an assessment of the extent to which you met your project objectives, and your experience of working with the Foundation.
2. Six months after the end of your grant we will ask you to submit **Part B** of the assessment. This is an opportunity to reflect on the impact the project has had and for you to update us on related communication activities and other follow-up work since the grant ended.

You will receive a reminder email when each section of your *End of project assessment* is due.

The *End of project assessment* is solely for internal use by the Foundation and separate from the *Main public output* (see section 4.6). The due date for your

End of project assessment is stated in the *Confirmation of award* letter, although in some cases we may agree a later date.

We use the *End of project assessment* to reflect on the projects we fund and inform our future priorities and ways of working, which includes reporting back to our Trustees on the impact of the project. To help facilitate this we ask that when completing the online form in the Community portal that you complete the form as fully as possible. The relevant Grant Lead may request a phone call or meeting to discuss post-grant reflections and opportunities for follow-up work in more detail.

The PI is also responsible for ensuring that all primary quantitative data collected in the course of the project is deposited in the agreed archive within one year of the grant end date.

More generally, we ask that you keep us informed of any outputs that are published after the formal end of the grant. **Please send any further outputs relating to your project to your Grant Coordinator**, so we can update our website accordingly. After your grant has ended, we may also follow up with you to discuss any wider research that may be relevant to our funding priorities or the longer-term impact of your project. This could be prompted by reflections arising from the Foundation's subsequent reviews and synthesis of our portfolio.

Appendix A: Advisory group terms of reference

[Download an editable template from our website.]

Nuffield Foundation

Terms of reference for research grant advisory groups *[to be agreed with the Nuffield Foundation Grant Lead]*

[Nuffield Foundation grant reference number]

[Project name – with hyperlink to the project webpage on the Nuffield Foundation's website or the host organisation's website]

Principal Investigator: *[Name and institution]*

Co-Investigator(s): *[Name and institution]*

Nuffield Foundation contacts:

Grant Lead managing the grant: *[Name]*
Email:

Grant Coordinator: *[Name]*
Email:

Introduction

Advisory groups for research grants are intended to provide advice, support, challenge and constructive criticism at various points of the research or development processes.

The Foundation requires each grant funded to have an advisory group and the Grant Lead is a member of that group, even though they may not always attend. Advisory groups are set up at the start of a project or shortly afterwards.

Advisory group members will be expected to attend regular meetings and should note that reading may be required ahead of meetings. Meetings may be held in-person, online or in a hybrid format, and notes from the meeting will be shared with all members.

The terms of reference of the advisory group include:

1. to provide oversight, advice and challenge on the conduct of the research, including the suitability and quality of methods and approaches
2. to highlight, discuss and, if possible, resolve ethical considerations that emerge in the course of the research
3. to advise and comment on research outputs, including style and interpretation of results to help identify implications for policy and practice
4. to help shape and advise on communication and dissemination of project outputs and findings
5. to advise on areas or issues on which the research team needs to seek external advice, whether that is from the Nuffield Foundation as funder, or from the research, policy or practice communities

[If any of the above items in the suggested terms of reference is not relevant to a particular grant, they can be deleted by agreement between the Principal Investigator (PI) and the Grant Lead. The PI should feel free to propose additional items to the terms of reference where appropriate.]

Confidentiality

All advisory group members must treat as confidential any discussions in advisory group meetings, emails and any documents that may be shared, including pre-publication copies of research reports.

Travel expenses

Members of the advisory group may claim reasonable travel costs incurred in attending formal meetings and should liaise with *[name of the PI or their nominated contact name] [insert contact details].*

Appendix B: Using the Nuffield Foundation logo to acknowledge funding

We ask grant-holders to use the Nuffield Foundation logo alongside our standard written acknowledgement in outputs from projects funded by the Nuffield Foundation, for example:

- Your publicly available reports
- Presentations
- Websites / pages featuring your project. In these instances, the logo should be hyperlinked to www.nuffieldfoundation.org

We do not expect our logo to appear in journal articles, although a written acknowledgement must be included.

For full guidance on how to acknowledge the Foundation's funding, see section 3.4.

If you have any questions about when or how to use the Foundation logo, contact your Grant Coordinator.

Logo sizing

The logo must be reproduced from original artwork supplied by the Nuffield Foundation (not copied from our website).

On A4 documents, the logo should measure 21.5mm from top to bottom.

To ensure our logo is always clear and legible, it should not be reproduced smaller than 18mm from top to bottom.

Variations

The default version is dark green on white or a very pale background. Where the logo needs to appear on a coloured background, a reversed white version can be used.

Exclusion zone

The logo should be used within an area of clear space. Clear space should be measured by the height of the N in the frame device.

Written acknowledgement

In reports (not presentations or websites), the logo must appear inside the document alongside our standard written acknowledgement. It can appear above or below the text, depending on the layout of your acknowledgements page (or equivalent), example below:

The Nuffield Foundation is an independent charitable trust with a mission to advance social well-being. It funds and undertakes rigorous research, encourages innovation and supports the use of sound evidence to inform social and economic policy, and improve people's lives. The Nuffield Foundation is the founder and co-funder of the Nuffield Council on Bioethics, the Ada Lovelace Institute and the Nuffield Family Justice Observatory. This project has been funded by the Nuffield Foundation, but the views expressed are those of the authors and not necessarily the Foundation. Find out more at: nuffieldfoundation.org.

Bluesky: @nuffieldfoundation.org
LinkedIn: Nuffield Foundation

Appendix C: Communications plan template

This template should only be completed after reading the 'Communications, stakeholder engagement and impact' section of the Guide for Grant-holders.

Please follow this guidance for completing the template below:

- The first step is to think about the overall **aims** of your project. What difference do you want it to make?
- Next, think through key **audiences** for the project. Although your project might be relevant to many groups, you should focus most of your resources on two to four key audiences. These could include a broad group like policymakers and more specific ones such as an industry or organisation.
- You should then think through your main **objectives** for each of the key audiences. These could include changing practice, changing policy or raising awareness. You can have more than three objectives but be realistic about your capacity.
- The next step is to identify the **messages** you will need to convey to achieve each of your audience-specific objectives. You might not be able to identify specific messages at an early stage in your project, so you should update this document as your research progresses.
- Consider the types of **outputs** and **channels** which are best suited for sharing each of your messages to each of the relevant audiences. Outputs can include reports, journal articles, newspaper articles, podcasts, zines and so on. Channels could include specific publishers and platforms as well as organisations you could partner with to amplify your messages.
- Indicate the **date** or **stage** of your project at which you intend to achieve each audience-specific objective. Again, it might not be possible to do this precisely at an early stage in your project, so update this column as things progress.
- Think about how you can **evaluate** your success against your audience-specific objectives using quantitative or qualitative measures.
- Try to identify potential **spokespeople** who can amplify your messages and wider support that you might be able to access.
- Finally, specify who will lead on and **support** the delivery of your communications plan, and give details of any additional funding or resources you may be able to access for delivering

your communications plan through your project team's institution(s)/ organisation(s).

Main public output

You are required to publish a *Main public output* (MPO), including an executive summary which can work as a standalone document, before the end date of your project. For detailed guidance on the MPO, please refer to section 4.6 of the Guide for Grant-holders. If you have any questions after reading it, please reach out to your Grant Coordinator and Grant Lead. You should allow eight weeks after the submission of your draft MPO to the Nuffield Foundation for review and redrafting. Your MPO could be included as an output against several of the objectives below.

Updating the plan

The communications plan should be updated throughout your project. If a new opportunity presents itself, you uncover novel findings, or you realise that there are better ways to reach your intended audience, please update the document and send it to your Grant Coordinator.

Costs

We don't expect you to list the specific cost of producing and publishing each output. However, you should consider whether the amount of money budgeted for communications and engagement in your approved budget is sufficient to cover the activities listed below.

Accessibility

You should consider whether your outputs are accessible for different audiences. This includes thinking carefully about your choice of font, format and colour scheme. Videos with audio must have subtitles or closed captions available.

Please refer to the Government Communication Service's guide on planning, creating and publishing accessible social media campaigns for information on how to improve the accessibility of your outputs.

Download an editable template from our website.

Aims   What difference do you want this project to make?

Audience 1: [Enter here]					
Objective	**Messages**	**Relevant outputs**	**Channels**	**Date/stage**	**Evaluation**
1.					
2.					
3.					
Audience 2: [Enter here]					
Objective	**Messages**	**Relevant outputs**	**Channels**	**Date/stage**	**Evaluation**
1.					
2.					
3.					

Audience 3: [Enter here]					
Objective	**Messages**	**Relevant outputs**	**Channels**	**Date/stage**	**Evaluation**
1.					
2.					
3.					
Audience 4: [Enter here]					
Objective	**Messages**	**Relevant outputs**	**Channels**	**Date/stage**	**Evaluation**
1.					
2.					
3.					

Spokespeople Identify who can be interviewed about the project, be quoted, write articles etc. Spokespeople don't need to be active throughout the whole project, but they should champion your key messages whenever possible. The spokespeople can be for a specific audience or for the larger outcomes of the project.

Support Who will lead on the delivery of your communications? Please also describe any support, additional funding or other resources you can access for this through your project team's institution(s)/organisation(s).