



FRANCIS HOLLAND SCHOOLS TRUST

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Development Policy

Introduction and Scope

The Trust is committed to the highest standards of conduct in all its activities related to fundraising and development. This document outlines:

- The policies relating to the research, cultivation, solicitation of gifts and stewardship of donors and potential donors;
- The required administration of gifts to ensure the Trust maintains clear and auditable records to demonstrate all gifts to the Schools are used in accordance with the donor's wishes; and
- The requirements for handling data of donors to ensure the School remains compliant with the Data Protection Act 1998.

Details of all opportunities to support the Trust, and the associated naming and stewardship, will be made available on the Francis Holland Schools websites, plus through specific materials on bursaries, legacies and any future capital projects which will be made available at appropriate events and through direct mailing campaigns.

CONTENTS

- Standards relating to the School's relationship with prospects and donors **P3**
- Policy governing the use of data **P4**
- Policy on ethical fundraising at the School **P5**
- Policy on acknowledgment of gifts and subsequent engagement with donors **P7**
- Reporting **P12**
- Checklist for preparing a gift agreement **P12**
- Sponsorship agreements **P13**
- **Appendix 1:** Accounting for the Development Office
- **Appendix 2:** Gift Acknowledgment and Stewardship Matrix

STANDARDS RELATING TO THE TRUST'S RELATIONSHIP WITH PROSPECTS AND DONORS

Overview

Any and all support is critical to helping Francis Holland Schools maintain their positions as two of London's top schools. We welcome financial support from any individual or organisation whether they are a business person, a former pupil or current family, a current or former member of staff, a company, or a charitable foundation or trust. In all relations with current and prospective donors, the Trust strives to uphold the highest standards of probity and ethical behaviour, in line with our mission, vision and values.

Prior to receiving a gift

If an individual or organisation is deciding whether or not to support the Trust financially, the Trust will:

- Ensure that all correspondence and discussions are undertaken in a timely, private and professional manner;
- Provide all necessary information about the range of potential projects under consideration that may help the prospective donor make an informed decision;
- Provide all necessary information about the different ways in which an individual or organisation is able to give a gift to the school e.g. cash gifts, pledges and legacies.
- Discuss how the Trust or School may recognise the gift, and what a potential donor can expect once a donation has been made.

On receiving a gift

If an individual or organisation chooses to support the Trust financially, the Trust will:

- Agree suitable ways in which support can best be acknowledged and remembered, with anonymity protected where preferred;
- Ensure that their contribution is recognised in accordance with prior discussions where relevant, and that they are thanked appropriately;
- Ensure that the gift is used wisely and for the purposes for which it is intended, and that the donor is kept informed about the way their gift is enabling the Trust or School to achieve its goals. If, for any reason, it is not possible to spend the gift in the manner intended, the School will consult with the donor in advance and discuss appropriate alternatives;
- Ensure that all information on donors is handled with the utmost confidentiality and that any information on donors and gifts that is retained by the Development Office is used only for the purposes of fundraising;

Whether an individual or organisation is able to support us financially or not, the Trust aims always to:

- Make appropriate arrangements for the donor to visit the relevant School and to meet with senior staff, teachers or students benefiting from support; any such meeting with a student must be subject to mutual agreement and safeguarding guidelines must be adhered to.
- Make it easy for donors to keep in touch with teachers, the Development Office and other key members of staff;
- Keep donors informed about the Trust/School, its goals, and its progress towards them through a range of communications including publications, letters, e-newsletter, website, phone, text and social media i.e. twitter, Facebook and Alumni network (Pelican).

POLICY GOVERNING THE USE OF DATA

The Development Office will maintain relationships on behalf of the Trust with many individuals and organisations both on a local and national level. The Office will maintain a variety of information systems – both paper-based and electronic – that support and facilitate this work and therefore records personal information on individuals, including details of relationships with the Trust and members of its staff.

At all times, the Office seeks to act in line with relevant standards concerning the capture, maintenance and use of this personal information. Specifically:

1. The Development Office will record information on individuals and organisations gathered from the public domain, research information sources and from interactions with that individual that will include, but is not limited to: contact details, employment history, education and graduation records, details of specific interactions with the Trust/School and with members of staff, and details of gifts that have been made.
2. The Development Office will take care to perform due diligence on all sources of information used through its research, and draw only on publically available, credible and verifiable sources of information in the preparation of internal documents.
3. At all times, the Development Office will ensure that all information on donors and prospective donors is handled with the utmost confidentiality and professionalism, and that any information that is retained by the Department is used only for the purposes of fundraising.
4. Such data as the Trust/Schools hold on an individual or organisation shall be kept up to date and complete, insofar as is reasonably possible. The Development Office will retain records only as long as required by the Data Protection Act 1998 and the wider Trust Data Security policy.
5. Individuals shall be permitted to ask the Trust to cease processing their data, although the Trust shall always be permitted to keep records of a former pupil's academic progression, payment of fees and other administrative information that may remain relevant after the pupil has ceased to attend the School. The Trust may also keep a record of a request to suppress other use of data, in order that this request can be honoured.
6. An individual's records on the database should only be deleted with the approval of the Bursar.
7. The Trust recognises that donors and potential donors expect that there is good communication within the Trust about their relationship with the institution. To this end, members of staff will record details of interactions with prospective donors and will, in turn, brief staff and members of the Trust/Schools management accordingly.
8. Where an individual requests that their gift be recognised anonymously, the member of staff with responsibility for the relationship with that individual will agree with him/her the extent of this anonymity: whether it extends only to public recognition, or whether the donor wishes to keep their gift anonymous from members of staff too. The Chair of Governors, Heads, Bursar and Development Manager will, at minimum, be informed of the name of the individual making the gift, and will manage any information processing required accordingly. The donor should be aware that even an anonymous gift will be potentially known by these individuals.

POLICY ON ETHICAL FUNDRAISING AT THE SCHOOL

Relationships with potential donors, and management of resulting gifts, will be undertaken to the highest standards of ethical probity and in line with best practice, given the potential for these interactions to reflect on the reputation of the Schools and their founder.

1. The Trust will commit publicly to the following approach to its development activity:
 - a. “We promise integrity, transparency, and the respectful treatment of all donors and their gifts. We also commit to maintain the highest standards of stewardship of funds received by the Trust”.
2. This policy outlines a series of principles that will guide the Trust in its dealings with current and prospective donors and their gifts. The Trust will not accept gifts from, or enter into a philanthropic relationship with any prospective donor or individual whose behaviour is not in line with these values or that would require the Trust to behave in any manner contrary to these values.
3. The Schools have outlined the key objectives that are priorities for fundraising consistent with the current strategic plans. The Development Office will, as a first call on its resources, seek donors who will support these key priorities.
4. All members of the Development Office, and so far as possible, all other staff and volunteers acting on the Schools’ behalf, must bear the following key principles in mind when interacting with potential donors to the Trust:
 - a. Does the potential gift fit with the relevant School’s strategic mission, and is it consistent with the goals outlined in its current strategic plan?
 - b. Is there evidence that the proposed gift, or any of its terms will:
 - i. Require action that is illegal?
 - ii. Seriously damage the reputation of the School?
 - iii. Create unacceptable conflicts of interest?
 - iv. Require the School to change the way that it normally does business, for example by accepting a student whose academic qualifications would not normally merit the award of a place?
 - v. Harm the School’s relationship with other benefactors, partners, alumni, staff, students or potential students?
 - c. The Trust will not accept a gift from a source that insists on remaining wholly anonymous, on the basis that there is a risk that such a source might transgress one or more of the above principles.
 - d. If any member of staff feels that they are dealing with a potential gift that calls into question any of the above principles, it is his/her responsibility to raise the matter with the Bursar.
 - e. The Development Committee, Heads, Bursar and relevant staff will be alerted to any Suspicious Donations, which will be subject to further investigation before they can be accepted. If, following further investigation, the purpose of a Suspicious Donation is thought to be linked to money laundering or other criminal activity, the Trust will alert the police and Charity Commission. Suspicious Donations may include the following:
 - large donations or interest-free loans (>£25000) from individuals or organisations unknown to the charity
 - where conditions are attached to a donation other than those relating to allocation of funds to the Trust’s objectives

- where the donation is for a specified period of time, giving the Trust the interest but with the principal sum to be returned at the end of the specified period, and possibly to another person or organisation
 - where the donation is given in a foreign currency
5. All donations / loans to FHST over £25,000 or £10,000 if in cash, will be subject to AML checks as standard procedure. The Bursar is authorised to decide whether or not this approach may be pursued for all gifts under these values, but where the matter is not clear-cut or the gift concerned exceeds £25k, then he may recommend that the Development Committee meets (involving a minimum of 3 members including the Development Committee Chair) to consider the Trust's response. As decisions about acceptance of gifts often need to be taken quickly, under public scrutiny, the Group may on occasion be required to meet virtually rather than in person.
 6. The Development Office will prepare a briefing document for the meeting, providing all relevant public knowledge about the potential gift/donor, and where possible the office should also take soundings from those within the Trust's network about the issue under consideration, to try to provide informal intelligence.
 7. Sometimes, ethical issues may arise after a gift has been accepted, and, in some cases, spent. The same set of principles should apply as outlined above, and the Development Committee should meet to discuss what course of action the Trust should take. In exceptional circumstances, the Trust should be prepared to return a gift, rather than compromise the reputation of the Trust.
 8. In turn, the Trust undertakes that:
 - a. All communications made to potential donors concerning a project will be full, truthful, and comply with the law;
 - b. The donor's right to privacy will be respected;
 - c. Any gift will be applied for the purpose for which it was originally requested, unless explicit consent is given otherwise by the donor, or, in the case of bequests, for the purposes described in the donor's will or for similar purposes agreed with the donor's executors;
 - d. The donor's personal data will be respected, and there will be transparency in the Trust's communications with its donors and prospective donors;
 - e. Any concerns raised in relation to the above points will be dealt with swiftly and effectively;
 - f. Where a gift involves the establishment of an endowment fund to support a particular activity at either School in perpetuity, the donor will be entitled to receive an annual report that outlines how much the current endowment is worth;
 - g. Where a donor believes that the Trust has contravened any of the above principles, s/he should bring their objection to the attention of the Bursar in the first instance.

POLICY ON ACKNOWLEDGMENT OF GIFTS AND SUBSEQUENT ENGAGEMENT WITH DONORS

Overview

The Trust will ensure that all donors are appropriately thanked and recognised for their gift, so that their experience of giving is positive and reflects the importance the Trust places on their support. All contacts and discussions with those who have made gifts will be coordinated by the Development Office. The Development Office operates on the principles that:

- a. every gift, no matter what size, should be acknowledged promptly and graciously;
- b. the size of the gift will determine the manner in which the School expressed its appreciation.

Acknowledgement of gifts

The manner in which gifts will be acknowledged will vary according to the size of the gift, and also will depend on whether the gift is:

- c. a single gift of cash, shares or other securities;
- d. a gift pledged in multiple instalments over a period of time;
- e. a legacy or any gift which will be transferred to the Trust on the death of the individual promising the donation.
- f. from an individual or company/Trust.

Please refer to table in Appendix 2 which outlines the responsibilities and timelines for acknowledgement and thanking of gifts to the Trust. Please note that recognition and stewardship will be based on the value of a gift inclusive of any Gift Aid that can be reclaimed on that gift.

The events, activities and publications outlined in Appendix 2 form the core programme of activities, events and communications through which the Development Office will engage with donors (and potential donors). These are additional to any activities which The Development Office or the relevant academic department may institute which are specific to the nature of the gift itself, e.g. a tour of a new building.

Accepting pledges for bursary donations

For a donor to be recognised as per the gift recognition list in Appendix 2, the total gift value must be received within agreed timescales (see below). This ensures that recognition is appropriate for the contribution made by the donor.

- Gifts of £25k - £100k and above will be accepted as pledges over a maximum of 2 years.
- Gifts of £100k+ will be accepted as pledges over a maximum of 3 years.

Thanking for pledged gifts

For gifts pledged in multiple instalments over a period of time (not including monthly/termly regular giving of <£25k) the following process will be followed:

- **First pledge payment** – as per Appendix 2.

- **Subsequent pledge payments** – thank you letter from the Development Manager (within 5 working days).
- **Penultimate pledge payment** - letter from Development Manager indicating that the pledge will be coming to an end shortly and, where appropriate, offering the opportunity to extend (within 5 working days).
- **Final pledge-payment:** if no renewal then thank-you from Development Manager, referencing total support offered across the lifetime of the pledge (within 5 working days). For combined pledges totalling £100k+, final thank you to come from Head.

Receipt for gifts

Any individual or company may request a formal receipt from the Trust, which shall be a legally constituted acknowledgment that the gift has been received.

The format of that receipt must include the following text:

“I write to confirm receipt of your gift of £«Gift amount» made «by electronic transfer to the Trust bank account/by cheque» on «date gift was received by the School» in support of «designation of gift». I know that very shortly the School will be writing more formally to express our gratitude for your generosity, but wanted in the first instance to acknowledge receipt of your donation.”

Restrictions and Disbursements

In order to ensure that any donations received by the Trust are used in an accurate and auditable way in accordance with the wishes of the donor, the Development Office will adhere to the accounting processes set out in Appendix 1. These processes will ensure that the Trust adheres to the standards set out in the “Accounting and reporting by charities: the statement of recommended practice (SORP) – scope and application”.

Bursary Disbursement

The selection of bursary pupils will adhere to the process set out in Guidelines for the Award of Entry Bursaries. The selecting and awarding of bursaries across both schools will be decided by the Bursar and relevant Head following the receipt of academic results. The disbursement of funds received for bursaries will also be agreed at that point and where required the named donor for a Cannon Holland or Grosvenor Bursary will be informed that their student has been selected. Any funds remaining after application to specific Entry Bursary awards will be re-allocated to the general bursary fund.

Reporting

To ensure there is visibility of progress of fundraising and engagement of prospective donors across the Trust and a clear view of future income projections, the Development Office will provide reporting to the Development Committee on a bi-annual basis which will include:

- Total fundraising received to date (cash) and anticipated (pledged) over the next 5 years against targets for each project/fundraising programme;
- The number of prospective donors currently being engaged, where they are in the ‘solicitation process’ and any significant updates;
- Number of all donors by gift level;
- List of all donors of £25k+ since last report;
- Value of any written or verbal legacies received;

- Other key metrics to give oversight of Development activities such as number of Development events, attendance and outcomes, % of parents giving to the school etc.

Checklist for preparing a gift agreement

A gift agreement is intended to codify specific aspects of the relationships between the Trust/School and the donor.

Key aspects

The major aspects of the agreement will have been discussed with the donor in advance, and therefore the member of The Development Office preparing the agreement should confirm that the following details are included:

- The total value of the gift to the institution
- The agreed payment schedule of the gift e.g. 3 payments of £500,000 per annum
- The manner in which the gift be recognized:
 - How the gift will be publically acknowledged and any specific naming conventions attached to the gift
 - What publicity will be provided to the donor, if any; whether or not the donor wishes to remain anonymous
- The manner in which monies from the gift will be spent
- That any special conditions relating to the return of the gift are referenced
- That any special matters relating to the way in which the Schools will invest and spend their money have been referenced
- The manner in which the School will engage with the donor following the gift has been outlined.

Sponsorship agreements

A sponsorship agreement will typically be similar to a gift agreement except that the individual/organisation providing sponsorship has an expectation of receiving something in exchange for their finance. As before, therefore, a sponsorship agreement is intended to codify specific aspects of the relationship between the School and the sponsor.

Key aspects

The major aspects of the agreement will have been discussed with the sponsor in advance, and therefore the member of The Development Office preparing the agreement should confirm that the following details are included:

- The total value of the sponsorship to the institution
- The agreed payment schedule of the sponsorship e.g. 3 payments of £500,000 per annum
- The manner in which the sponsorship will be acknowledged
- The nature of any publicity provided to the sponsor
- How monies from the sponsorship will be spent
- Any conditions under which the sponsorship deal will be terminated
- Any property rights (intellectual or otherwise) shared or assigned to the sponsor arising from their sponsorship
- Obligations of the School under the Sponsorship Agreement.