

Invitation to tender for consultancy services

William Grant Foundation ten-year review

1. Introduction

The William Grant Foundation is seeking a consultant with expertise in family-led philanthropy to contribute to and facilitate a review of the Foundation's operations as it passes ten years since it began grant-making in 2015.

This is not a review of grant-making strategy in our [programme areas](#), but rather a review of our overall approach and ways of working to ensure the Foundation is fulfilling the purposes for which it was established by the William Grant families.

The review will involve three consecutive phases of work:

1. A short scoping phase, working with the review steering group to refine the scope of the review, finalise research questions and plan for implementation
2. A discovery phase involving consultation with both internal and external stakeholders and a review of relevant data
3. A visioning, strategy and planning phase, in which the consultant will facilitate a review by the William Grant family regarding its ambitions for the Foundation over the subsequent decade, leading to creation of a high-level strategic plan for achieving them

As a result, the Foundation's stakeholders will have greater clarity about its role and positioning, and those involved in its governance and operations will have a road map with which to navigate its second decade.

2. About the William Grant Foundation

The William Grant Foundation is a funder of good causes, connected to a Scottish family-owned business, William Grant & Sons. A leading international spirits business with globally renowned brands, William Grant & Sons remains wholly family-owned after six generations.

Having committed to set aside 1% of pre-tax profits for good causes, the company's continued growth led to the creation of the William Grant Foundation in 2014.

The Foundation was created to provide an organised and proactive structure for distributing the funds set aside for good causes as the company and its profits grew. It also sought to increase family involvement in decision-making and to provide an identity for the family-owned company's philanthropy, both within and beyond the business.

The Foundation is not an independent legal entity but is constituted as an unincorporated association providing governance and direction for the company's grant-making.

The Foundation's vision is *a Scotland where everyone has the opportunity to thrive*. Its work focuses on Scotland, though a portion of its funds (9% in 2023) are allocated to the company's Employee-led Giving schemes, which operate globally.

Many members of the William Grant families play an active role in the Foundation's work and elect a management committee that oversees its work. Decisions about the majority of grants and donations are delegated to four giving groups made up of family members. Each group makes grants to support organisations and initiatives in Scotland reflecting one of four key themes: Health and Social Causes, Scottish Culture and Heritage, Natural and Built Environment and Youth Opportunities.

In 2023, the Foundation awarded over £4.7 million in new grants.

Read more at www.williamgrantfoundation.org.uk and www.williamgrant.com.

The Foundation's latest annual report can be viewed or downloaded [here](#).

3. Tender brief

a) Aims of the review

In the Discovery phase, the review is intended to address the following principal questions:

- What value has the Foundation brought to a) the funding landscape*, b) the William Grant family and c) the Company during its first ten years?
- What opportunities are there to maximise the value it brings in the next decade?

*This is not an attempt to evaluate the detailed impact of our grant-making, but rather to capture and reflect on the Foundation's contribution as a funder in the fields it operates in over the past decade and use that learning to help us plan for greater effectiveness in the future.

The final phase will involve working with the William Grant family members to answer the following questions:

- What is our internal vision for the future of the Foundation in terms of its role within and for a) the family b) the Company c) society? (Note, the Foundation's over-arching external Vision statement of *a Scotland where everyone has the opportunity to thrive* is not up for review.)
- What kind of resources, capabilities and relationships do we need to fulfil this vision?
- How do we enable and support sustained family involvement over the long term, including by the next generation?

b) Approach to the review

The principal stakeholders in this review are the William Grant family members. The Foundation staff team will also be active participants.

The review will be overseen by a steering group from the Foundation's management committee, with the support of the Chief Executive and the Knowledge and Insights Manager.

The consultant is expected to adopt a facilitative approach:

- co-designing the detailed plan in the scoping phase;
- listening, researching and gathering feedback, perspectives and ideas in the discovery phase;

- then reflecting on and analysing the findings of the discovery phase in order to facilitate the exploration of options and decisions about the Foundation's future in the final phase.

The review is being commissioned on the basis of an ambition, an opportunity, and a desire to consolidate and build on the Foundation's learning to date and its strengths, positioning and approach, which have evolved during its first ten years. During this time, the annual value of the Foundation's grant-making has grown from £1.7 million to £4.7 million and further growth is anticipated.

The review starts from an understanding of the distinctive nature of the Foundation as a part of the broader family enterprise and the parameters it therefore operates within in terms of its governance and remit. These will be explored in more detail during the scoping and discovery phases.

c) Activities expected to be undertaken as part of the review

- Workshop with the review steering group in the scoping phase, with interim check-ins at key points in later phases
- Contextual research
- Review of existing grants data, grantee feedback, Foundation publications and outputs
- Interviews with external stakeholders, including grantees and other funders
- Interviews with internal stakeholders, including staff, individuals from the business, and the wider family
- Survey of family members
- Workshops with family members – which might be in person or online

d) Timescale and outputs

See table below

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	Timescale	Outputs
Deadline for proposals	11 Nov 2024	<ul style="list-style-type: none"> Written proposal – see below
Interviews with shortlisted consultants	w/c 18 Nov 2024	
Appointment of consultant	By end of Nov 2024	
<i>Indicative delivery timescale</i>		
Scoping phase	Jan - Feb 2025	<ul style="list-style-type: none"> Co-designed project plan with success criteria, milestones and deliverables.
Discovery / consultation phase	Feb – April 2025	<ul style="list-style-type: none"> A short interim report collating findings, analysis and reflections to inform next phase Presentation of findings to a meeting of internal stakeholders
Review phase	April - June 2025	<ul style="list-style-type: none"> Final report summarising process, key developmental findings, considerations and decisions, and conclusions from the review. Presentation to internal stakeholders High level strategic plan

e) Budget

Bidders are requested to set out the budget they feel is required to deliver the work successfully.

As a guide, *estimates* for consultancy time expected to be required in each phase are:

1. Scoping phase: 2.5 – 3.5 days
2. Discovery phase: 16 – 17.5 days
3. Visioning, strategy and planning phase: 9.5 – 12.5 days

4. What skills and experience are we looking for in a consultant?

- Knowledge of UK grant-making and charity sector - ideally with insight into the sector in Scotland
- Experience of working with family trusts or foundations around strategy, governance and operational design
- Facilitation and research skills
- Experience of working with – or evidence of insight into – family-owned businesses or family offices is desirable

5. Process for submitting a proposal

For an informal conversation regarding the opportunity, please contact Nick Addington, Chief Executive: nick.addington@wgrant.com.

Proposals should be a maximum of 6 pages long but may have appendices such as CVs attached in addition.

Proposals should include:

- An overview of you/your organisation
- Your interpretation of the brief, key considerations and requirements for success
- Evidence of having provided similar support to family-led foundations before
- Relevant experience – including brief CVs – of key personnel (as appendices)
- Suggested outline approach and plan
- Timescale for each phase
- Budget – including breakdown of proposed no. of days and day rates, anticipated expenses and VAT. (Note that the budget may be revised by mutual agreement at the conclusion of the scoping phase.)

Proposals should be sent as a PDF document by email to foundation@wgrant.com with ITT Review in the subject line by midday on Monday 11 Nov.

6. Selection process

We intend to invite a small number of shortlisted providers to attend an online interview in week commencing 18 November.

The selection criteria will include:

- Evidence of understanding in relation to family-led philanthropy and the family-owned business context
- Evidence of understanding of the key stakeholders and the most effective approaches to engagement and facilitation
- Experience of delivering similar projects with foundations and grant-makers
- A pragmatic approach to delivery and a thoughtful rationale for the scale of work required for a successful outcome (we are not bound to accept the cheapest proposal)

7. Contact details

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