

# **Business Plan**

## **Building Capacity in Bedfordshire and Luton**

**Produced by the  
VoluntaryWorks Consortium**



**Developed for a Big Lottery Fund - BASIS Round 2 Application**

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## Executive Summary

This is a project of the Bedfordshire & Luton Voluntary and Community Sector Infrastructure Consortium, which is known as **The Voluntaryworks Consortium**.

The consortium is the vehicle for developing and leading on sustainable infrastructure for the voluntary, community and social enterprise sectors in Bedfordshire and Luton.

The **Capacity Building** project is designed to support voluntary and community organisations across Bedfordshire and Luton. The project has two distinct strands:

1. **Funding and development advice** – Providing groups with the practical help they need to identify funding opportunities, make quality applications, and run their organisations efficiently and effectively. The service will also offer advice on a range of development issues, including registering as a charity, employing staff, policies and procedures, equality and diversity, business planning, quality systems (particularly a locally-developed system for small advice-giving organisations), and marketing. This strand will fund four part-time (25 hours a week) funding/development posts for three years.
2. **An ICT Adviser** – Providing the specialist advice needed by many organisations to use ICT effectively as a tool. The adviser will offer a range of services, from advice on buying a computer and software packages, help with setting up a website, to offering training and support sessions to build the ICT confidence of staff and volunteers in local voluntary and community organisations. The ICT Adviser will work to get as many voluntary and community organisations as possible using email and the internet effectively. A small number of volunteers will be recruited to act as volunteer ICT advisers to extend the reach of the project. This strand will fund one full-time (35 hours a week) post for two years.

Five organisations will be involved in the delivery of this work:

- Bedford Race Equality Council
- Bedfordshire Rural Communities Charity
- Community and Voluntary Service – Mid and North Bedfordshire
- Voluntary Action Luton
- Voluntary and Community Action South Bedfordshire

These organisations will work together to deliver this project across Bedfordshire and Luton.

The funding will be spent mainly on a mixture of salary costs, office costs, publicity and information leaflets, training courses and other direct costs relating to each aspect of the project.

## Organisation Summary

The **Voluntaryworks Consortium** is the partnership that 'owns' the project, whereas the accountable body for the consortium is **Voluntary and Community Action South Bedfordshire**.

### The Voluntaryworks Consortium

Since January 2004, the **Voluntaryworks Consortium** has been the vehicle for developing and leading on sustainable infrastructure for the voluntary, community and social enterprise sectors in Bedfordshire and Luton.

Formerly known as the Bedfordshire and Luton VCS Infrastructure Consortium, the consortium adopted the name **The Voluntaryworks Consortium** in April 2008. It retains its former name for formal and legal purposes.

As of March 2009, the consortium members are:

- Bedford Race Equality Council
- Bedfordshire Advice Forum
- Bedfordshire Rural Communities Charity
- Community and Voluntary Service Mid and North Bedfordshire
- Voluntary Action Luton
- Voluntary and Community Action South Bedfordshire
- Voluntary Organisation Consortium for Children, Young People and Families
- Volunteer Centre Bedford

As of March 2009, the chairperson of the consortium is Jon Boswell from Bedfordshire Rural Communities Charity, and the accountable body for the consortium is Voluntary and Community Action South Bedfordshire.

**The Voluntaryworks Consortium** has a clear vision and mission:

- **Vision** - A vibrant, effective, sustainable and inclusive third sector where all individuals and communities are empowered to play a full part in local voluntary and community action.
- **Mission** - To provide effective support services to third sector organisations; enabling them to develop their capacity to deliver quality services that meet the needs of their communities.

**The Voluntaryworks Consortium** agreed in December 2007 a strategic plan to 2014, and a business plan to 2011, setting out a range of projects and initiatives. The consortium received praise from Capacitybuilders for having one of the best sub-regional consortium strategic plans and business plans in the country. The consortium also received the highest award for sub-regional consortia modernisation projects on local government reorganisation, procurement and volunteering and overall, the highest award in the East of England and the third highest award in the country for sub-regional consortia.

## **The Accountable Body - Voluntary and Community Action South Bedfordshire**

Voluntary and Community Action is committed to strengthening the effectiveness of the voluntary and community sector in Bedfordshire by developing, enabling, promoting and supporting local voluntary and community action. It seeks to achieve this through advocacy; capacity building activities; enhancing the provision of volunteering opportunities; the exchange of information; the provision of training, advice and consultancy; and by working in partnership with others.

**Beneficiaries** - Our beneficiaries include voluntary organisations, community groups, charities, clubs and societies, social enterprises and members of the public interested in volunteering or developing, enabling, promoting and supporting local voluntary and community action. Our area of benefit is Bedfordshire and surrounding area.

**Legal Status** - Voluntary and Community Action South Bedfordshire is a company limited by guarantee, registered in England (No: 5386570) and a registered charity (No: 1108879).

**Management Structure** - The organisation is led by a Chief Officer (known as Director). There are four teams within the organisation, each led by a manager (job title shown in brackets) who reports directly to the Director:

Management Services	(Finance and Premises Manager)
Volunteer Centre	(Volunteering Officer)
Training and Development	(Training and Development Officer)
Partnerships	(Partnerships Officer)

Within each team there are a number of advisers and administrative staff who report directly to the manager. Monthly supervision meetings are held between all staff and their line-managers. Bi-monthly team meetings and six-weekly organisational staff meetings are also held. These provide for effective decision-making, communication and reporting within each team and the organisation, and between all staff. The organisation also has a Financial Controls Policy, which includes an Authority List detailing delegated authority within the organisation.

The organisation has a Trustee Board of eight trustees, including a Chairperson, Vice-Chairperson and Treasurer. The roles and responsibilities of these roles are set out in a detailed Governance Policy, as are the terms of reference and membership of its sub-committees and working groups. The Board and its Finance and General Purposes sub-committee meet on a six-weekly cycle providing financial, resource and strategic management of the organisation. Membership of the Board is drawn from the organisation's members who are appointed to the Board for their skills, knowledge and experience in managing organisations (primarily within the voluntary and community sector but also from the public and business sectors).

Voluntary and Community Action will be the accountable body for the BASIS II project; it is also the accountable body for the Bedfordshire and Luton VCS Infrastructure Consortium (The Voluntaryworks Consortium) in its funding agreements with Capacitybuilders. The Director of Voluntary and Community Action primarily undertakes the activities associated with this role, including preparation of work plans, budgeting, claims authorisation from partners, monitoring outcomes and reporting to funders.

The Director of Voluntary and Community Action has 30 years' professional experience of working within the voluntary and community sector at manager, senior manager, director and chief officer level. This includes extensive experience in organisational capacity building, adult training, partnership work, volunteer management, community development and youth work. He also has a Master of Arts degree in Community Education and a professional qualification in Youth and Community Work.

The Finance and Premises Manager of Voluntary and Community Action has a National Diploma in Accounting (South Africa) and 13 years' professional experience of business accounting.

### **Similar Projects**

Voluntary and Community Action has run similar projects to that set out in our BASIS II application, including a previous Community Fund training and development project (2001-2004) and a Big Lottery Fund sustainable funding project (2006-2009) (concludes on 31 March 2009). It has also acted as the accountable body for similar Capacitybuilders-funded projects delivering training, development support and funding advice.

## **The Delivery Partnership**

The partner organisations that will be delivering this project are:

- Bedford Race Equality Council
- Bedfordshire Rural Communities Charity
- Community and Voluntary Service – Mid and North Bedfordshire
- Voluntary Action Luton
- Voluntary and Community Action South Bedfordshire

# Project Background and Strategic Context

This project is an amalgam of two projects identified in the Voluntaryworks Consortium Business Plan for 2008-2011. That plan was the result of a robust evidence base and a wide consultation process.

## The State of the Sector

Research by the consortium indicates that there are over 3,800 voluntary and community organisations operating in Bedfordshire and Luton. Detailed information from 1,835 of those organisations provides a more detailed picture of the sector:

- The size of organisations varies dramatically:
  - 62% have an annual income of less than £5,000
  - 24% have an income of between £5,000 and £25,000
  - 7% have an income of between £25,000 and £100,000
  - 7% have an income of over £100,000
- Over 5,804 people are employed in the voluntary and community sector
- Over 27,000 people volunteer in the sector

Organisations are working in very diverse areas and with very diverse communities. Parts of Bedford, Luton, Houghton Regis and Dunstable are some of the most disadvantaged areas in the country, and organisations working in those areas are tackling a range of problems relating to urban deprivation. Many organisations are run by and working with the large black and minority ethnic communities in Bedford, Luton and Dunstable. Bedfordshire is also a very rural county, where organisations are dealing with a range of very different issues, including rural deprivation and isolation.

## The Need

The consortium undertook extensive research into the needs of the voluntary and community sector in Bedfordshire and Luton in 2006. This data is updated on an annual basis. The research findings reveal a broad range of organisations and needs which currently shape the consortium's activities and services.

Our research found that, of the 961 voluntary and community organisations that responded, support on a range of issues is required, including:

- Fundraising and funding advice 517 (54%)
- ICT 72 (7%)
- Health and safety 164 (17%)
- Project development and management 80 (8%)
- Marketing and procurement 251 (26%)
- Charity accounting 67 (7%)
- Financial management 53 (6%)
- Budgets and book-keeping 59 (6%)

With over 3800 voluntary and community organisations working in Bedfordshire and Luton, even 6% of organisations interested in budgets and book-keeping represents 228 voluntary and community organisations.

The Voluntaryworks Consortium consulted on its business plan in December 2007, in which all the activities in this business plan were listed. 165 organisations responded to the consultation, with the activities proposed in this business plan receiving the backing of between 40 and 70 organisations each.

It is also worth considering the barriers that voluntary and community organisations face in order to survive and operate safely, legally and effectively:

- most voluntary and community organisations have very few or no staff to run the organisation properly
- the few staff that do work for voluntary and community organisations have to balance delivering a quality service with managing what is in effect a small business
- the management committee or board of trustees of voluntary and community organisations are all volunteers and cannot always commit full-time to the governance or management of their organisations
- staff and management committee members do not always have the broad range of skills or experience required to operate the organisation
- those organisations employing staff must comply with a wide range of laws and regulations to minimise risks to both the employee and the organisation
- those voluntary and community organisations that are registered as a charity must abide by charity law and fulfil the accounting and reporting requirements of the Charity Commission, which are not always fully understood by most accountants - many voluntary and community organisations are also subject to Company House or similar legislation
- funders are requiring organisations to put evermore complex systems and policies in place before they will even consider them for funding
- voluntary and community organisations need to operate safely as they provide vital services to some of the most disadvantaged people locally - if the service closes, local people will suffer as a result

The consortium has identified this need through a mixture of research, feedback from voluntary and community organisations, and observation from experienced staff.

Some of the consortium members who already offer some funding and development type support, report that the number of organisations seeking support far exceeds current supply without them actively promoting the service.

It is also the experience of consortium members that many organisations do not always realise what support and advice they need until they discuss their work with an experienced adviser. Many organisations seek help with funding advice, but it often results in advice on budgeting or policies being given in order to make their funding application more robust.

## The ICT Need

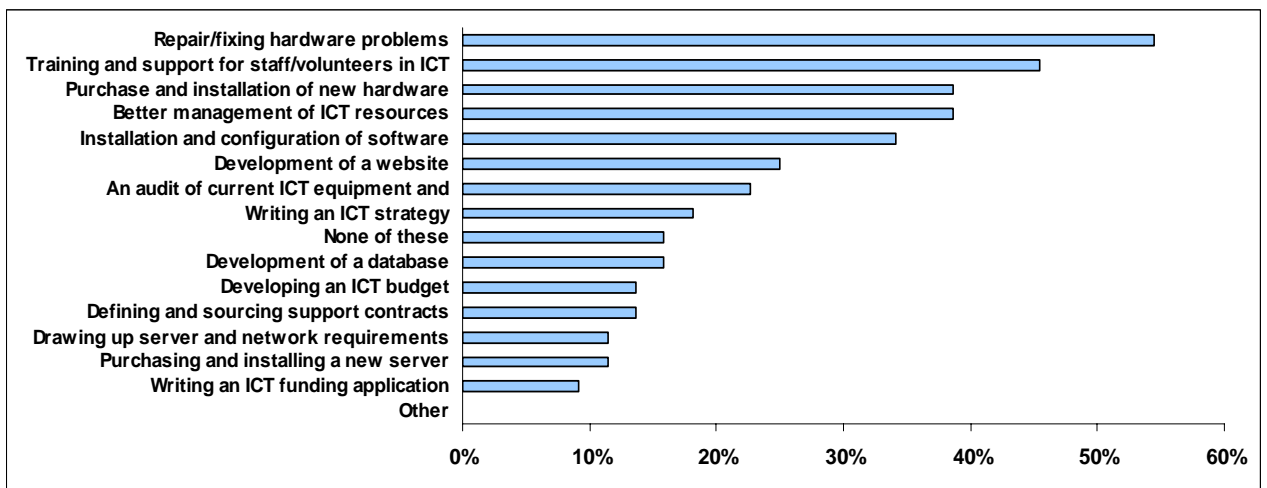
A detailed survey was carried out in early 2008 to identify the ICT issues and needs of voluntary and community organisations in Bedfordshire and Luton.

157 organisations contributed to the survey, and the key points are:

- 46% need help in further developing their information and computer capabilities
- 30% need support to overcome their day-to-day computer problems
- 29% need a thorough computer health check to make sure they are getting the most out of computer technology
- 47% believe their workforce could do with more computer training to support them in their work
- 55% need help in identifying sources of funding to improve their computers
- 41.9% are interested in the savings that could be made by joining an ICT purchasing group
- 46.6% want a computer support service that is aware and in tune with the needs of the voluntary and community sector
- 41% believe there is a real and genuine need for a Bedfordshire and Luton Circuitriders ICT Support Service for the sector
- 44% would consider using a Bedfordshire and Luton Circuitriders/ICT Support Service

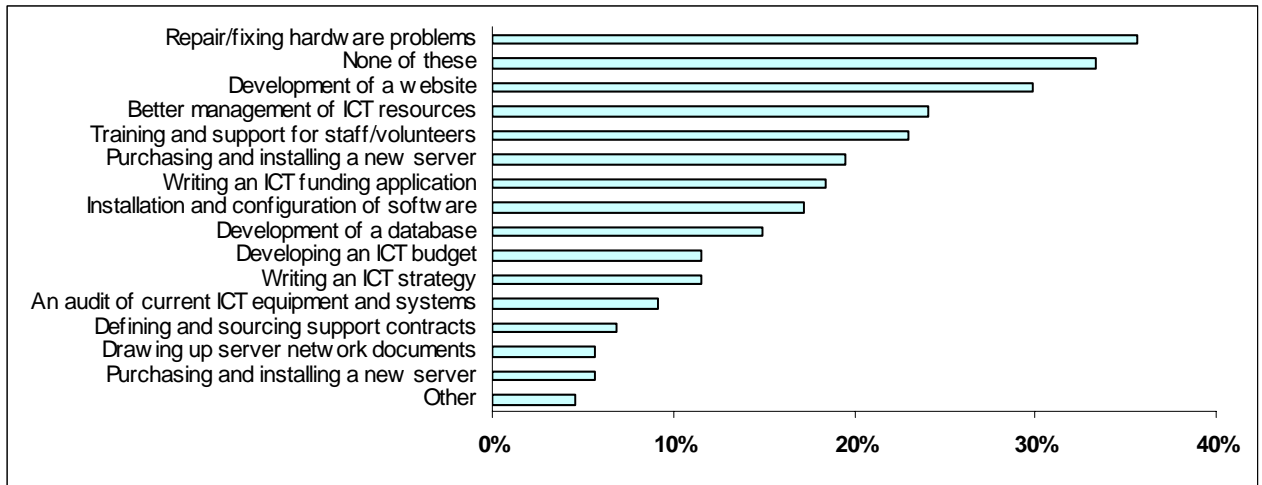
Organisations were also asked *'Which of the following do you think your organisation may need help with over the next year?'* The results below are classified by turnover:

### Organisations with an annual turnover of more than £50k:



The level of anticipated ICT support needs is high for those groups with a turnover in excess of £50k. It is interesting to note that 'Training in ICT', 'An audit of current ICT equipment and systems' were amongst their higher-anticipated ICT support needs.

**Organisations with an annual turnover of less than £50k:**



Overall the organisations with a £50k turnover expect to need less help with ICT overall than those with a greater turnover. None the less ‘ Better management of existing ICT resources’, ‘ Training in ICT’, ‘Purchase/installation of new hardware’ and ‘Writing an ICT Funding Application’ are amongst the most-anticipated support needs.

## The Outcomes of this Project

The proposed outcomes of the project are as follows:

	<b>Outcomes</b>	<b>Milestones</b>	<b>Timescales</b>
<b>1</b>	280 voluntary and community organisations will be better equipped to seek funding and become stronger service providers for their beneficiaries by the end of the project.	Project staff are confirmed in post	Month 1
		Joint publicity material is produced and distributed	Month 3
		200 organisations are supported (annually)	Months 12, 24 and 36
		12 funding workshops are delivered (annually)	Months 12, 24 and 36
		Newsletters and website material produced and distributed regularly	Months 12, 24 and 36
<b>2</b>	100 voluntary and community organisations will be more ICT-literate and make better use of ICT in their work by the end of the project.	Project staff recruited and start work	Month 7
		Publicity and information leaflets prepared and distributed, and 20 organisations supported	Month 12
		Minimum of 3 volunteer advisers recruited	Month 18
		40 organisations are supported	Month 24
		20 organisations are supported	Month 30
		12 workshops on ICT delivered	Month 30
<b>3</b>	120 voluntary and community organisations that have not previously accessed our services, are supported by the end of the project.	Minimum of 40 organisations identified who have not accessed services previously (annually)	Months 3, 15 and 27
		40 organisations contacted and informed of the services available (annually)	Months 6, 18 and 30
		Advice and support provided to 40 organisations	Months 12, 24 and 36

A full project timescale can be found in Appendix 1.

## Project Delivery

This section describes how the outcomes and milestones are to be achieved, and sets out the equality principles that the project will follow. As the project has two distinct strands (funding and development advice, and ICT), each is dealt with separately for delivery planning purposes.

### The Delivery Partnership

The partner organisations that will be delivering this project are:

- Bedford Race Equality Council
- Bedfordshire Rural Communities Charity
- Community and Voluntary Service – Mid and North Bedfordshire
- Voluntary Action Luton
- Voluntary and Community Action South Bedfordshire

As a multi-agency project, structures to ensure that the partners work together and co-ordinate their actions are required. **A Project Implementation Team** will be established, consisting of a representative from each organisation involved in delivery, all of the staff responsible for delivering the project, and other stakeholders, particularly consortium members. The Project Implementation Team will:

- Act as the co-ordinating body for setting up and delivering the project
- Review project progress and ensure that all delivery partners are working together and in accordance with the terms and conditions of the funder
- Provide a mechanism for the accountable body to communicate and liaise with delivery partners
- Manage any conflict between partners or between partners and the accountable body
- Report regularly to the Voluntaryworks Consortium
- Initially meet monthly whilst the project is being set up, and then quarterly thereafter

Terms of Reference for the Project Implementation Team can be found in Appendix 4.

### Equality Principles

This project, as with all consortium activities, will be sensitive to the diverse communities that it will be serving:

- The project will be open to all local groups, who will be able to access it at different times of the day. The advice will be available either face-to-face, via telephone or email, or via the website, so that groups can access the information using the method most convenient for them.
- Consortium members have worked with voluntary organisations and community groups from a wide variety of local communities, including faith-based and

BME-led organisations. The project will use the expertise and understanding that staff have to successfully offer the project to all local communities.

- The project will be widely promoted throughout the local voluntary and community sector to ensure that as many organisations as want to participate in the project have an opportunity to do so. Consortium members hold an extensive list of local voluntary organisations and other local contacts. Any events or activities that are offered will take into account issues such as disabled access, timing to suit different people (those with childcare commitments and those with a full-time job not in the voluntary and community sector) and convenient locations.
- The Bedford Race Equality Council, as a member of the consortium, takes the lead on equality issues within the consortium and has facilitated the recent development of an Equality and Diversity Policy that covers all work undertaken on behalf of the consortium.
- Key officers in each consortium member organisation have undergone (or are about to undergo) equality impact assessment training in order to carry out an assessment on their respective organisations. Development Officers have also attended (or are about to undergo) the training to help with their work with voluntary and community organisations.
- The project includes funding for the Race Equality Council (which deals with all six equalities strands) to provide workshops and some one-to-one support to local voluntary and community organisations on equality issues as and when required.

## Quality

The consortium places great emphasis on ensuring that the project delivers a high-quality service. The following points and actions are in place to ensure that high standards are maintained.

- The Voluntaryworks Consortium has been awarded 'Fit for Purpose' status by Capacitybuilders and undertakes an annual 'fit for purpose' self assessment.
- All partners are either working towards or have an appropriate quality standard/mark, such as PQASSO, Investors in People, etc.
- All staff working on this project will be appropriately experienced and trained. The Funding and Development Officers will have undergone accredited Funding Advisers Training, which is a 4-day accredited course leading to three credits at level 2 or 3 through the Open College Network. The ICT Adviser will hold relevant qualifications in ICT and will undergo any appropriate training through LASA (London Advice Service Alliance) and other appropriate bodies, including the Regional ICT champions funded by Capacitybuilders.
- The consortium members are committed to ongoing training and professional development of the project staff as training needs and opportunities arise. Funds for staff training and development have been included in this project.
- The ICT elements of this project will be delivered following the 'Principles of a Circuitrider', produced by The ICT Hub Circuitrider Training and Standards Project. (See Appendix 5)

# Project Delivery - Funding and Development Advice

## Outline

- The Funding and Development Service will provide groups with the practical help they need to identify funding opportunities, make quality applications, and run their organisations efficiently and effectively.
- The service will offer advice on a range of development issues, including registering as a charity, employing staff, policies and procedures, equality and diversity, business planning, quality systems (particularly a locally-developed system for small advice-giving organisations), and marketing.
- Four part-time (25 hours a week) funding/development posts will undertake this work.

## Delivery Method

Whilst the four funding/development posts will be based in different organisations, this project will be delivered by the four posts working very closely together. The project will benefit from the different skills and expertise that each of the four post holders have to meet the needs of local organisations and deliver the service collaboratively across Bedfordshire and Luton.

The project will be delivered mainly through the following methods:

- **One-to-one support** – Project staff will work with a number of organisations on an individual basis, discussing and responding to their specific needs, signposting them to relevant information and other staff that may help. Project staff will often visit an organisation's office or place of delivery, and may well attend staff or trustee meetings to discuss and advise as required. Project staff will be flexible to the diverse requirements of local voluntary and community organisations, working evenings and weekends where necessary. The majority of staff time will be spent working with organisations on a one-to-one basis.
- **Information/guidance material** – Project staff will produce and distribute a range of leaflets, help sheets and newsletters all designed to raise awareness of the help on offer, and to provide organisations with 'to the point' information and guidance that will help organisations on a range of issues, such as sources of funding, updates on employment law, changes to data protection regulations, information from the Charity Commission, etc. The project will make use of the extensive database held by consortium members of local voluntary and community organisations, and the existing electronic and paper-based mailings and newsletters that are distributed. The consortium's website will also be promoted, as it will hold a broad range of information and advice.
- **Workshops/training courses** – Project staff will organise workshops throughout the lifetime of the project on a range of topics and issues, particularly regarding fundraising and sustainability. These workshops will take place across Bedfordshire and Luton.

## Partner Activity

All partners will work together towards the following outcomes:

- 280 voluntary and community organisations will be better equipped to seek funding and become stronger service providers for their beneficiaries by the end of the project.
- 120 voluntary and community organisations that have not previously accessed our services, are supported by the end of the project.

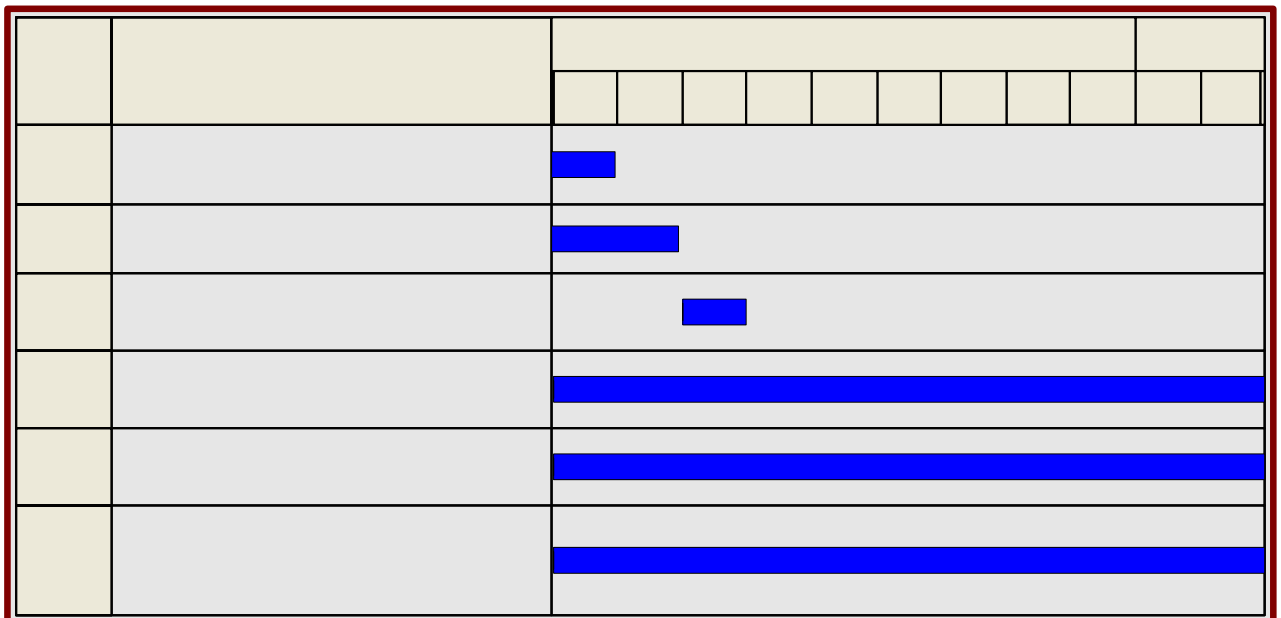
The main role of each partner will be as follows:

Partner	Main Activities
Community and Voluntary Service	<ul style="list-style-type: none"> <li>• Employment of a Funding and Development Officer (to focus on North and Mid Bedfordshire)</li> <li>• 50 organisations supported annually</li> <li>• 3 funding workshops delivered annually</li> <li>• 10 organisations that have not previously accessed services are targeted and supported annually</li> <li>• Newsletters and website material produced and distributed regularly</li> </ul>
Voluntary and Community Action	<ul style="list-style-type: none"> <li>• Employment of a Funding and Development Officer (to focus on South Bedfordshire)</li> <li>• 50 organisations supported annually</li> <li>• 3 funding workshops delivered annually</li> <li>• 10 organisations that have not previously accessed services are targeted and supported annually</li> <li>• Joint publicity material is produced and distributed</li> <li>• Newsletters and website material produced and distributed regularly</li> </ul>
Bedfordshire Rural Communities Charity	<ul style="list-style-type: none"> <li>• Employment of a Funding and Development Officer (to focus on rural communities)</li> <li>• 50 organisations supported annually</li> <li>• 3 funding workshops delivered annually</li> <li>• 10 organisations that have not previously accessed services are targeted and supported annually</li> <li>• Newsletters and website material produced and distributed regularly</li> </ul>
Voluntary Action Luton	<ul style="list-style-type: none"> <li>• Employment of a Funding and Development Officer (to focus on Luton)</li> <li>• 50 organisations supported annually</li> <li>• 3 funding workshops delivered annually</li> <li>• 10 organisations that have not previously accessed services are targeted and supported annually</li> <li>• Newsletters and website material produced and distributed regularly</li> </ul>
Bedford Race Equality Council	<ul style="list-style-type: none"> <li>• Provision of 3 equality courses annually</li> <li>• Support for 26 organisations over three years to work towards the newly-developed Q-Cas quality system for advice-giving organisations</li> </ul>

- The four Funding and Development Officers will liaise with each other on a regular basis, in addition to attending Project Implementation Team meetings, in order to share knowledge and good practice, organise any joint publicity and co-ordinate the 12 funding workshops to ensure a good spread of times, venues and dates. The Funding and Development Officers will also attend meetings of the Bedfordshire and Luton Funding Network, where they will meet other advisers and funders from across the sub-region.
- A breakdown of the funding that each partner will receive for the above activities can be found in Appendix 2.

### Project Timescale

The Funding and Development Advice aspect of this project will be an ongoing service, and will have few specific date-related tasks apart from achieving the milestones. The first year of the project, setting out the key tasks to get the project fully operational, is set out below in Gantt chart format.



A full project timescale can be found in Appendix 1.

## Project Delivery - ICT Advice

### Outline

- The project will provide the specialist advice needed by many organisations to use ICT effectively as a tool.
- An ICT Adviser, supported by volunteer ICT advisers, will offer a range of services, from advice on buying a computer and software packages, help with setting up a website, to offering training and support sessions to build the ICT confidence of staff and volunteers in local voluntary and community organisations.
- The ICT Adviser will also work to get as many voluntary and community organisations as possible using email and the internet effectively.
- The ICT Adviser will recruit and support a small number of volunteers to act as volunteer ICT advisers to extend the reach of the project.
- One full-time post for two years will undertake this work.

### Delivery Method

The project will be delivered mainly through the following methods:

- **One-to-one support** – The ICT Adviser will work with a number of organisations on an individual basis, discussing and responding to their specific needs regarding ICT. An initial audit of the ICT capabilities of the organisation will normally be undertaken first. The ICT Adviser will often visit an organisation's office or place of delivery, and may well attend staff or trustee meetings to discuss and advise as required. The ICT Adviser will be flexible to the diverse requirements of local voluntary and community organisations, working evenings and weekends where necessary. A small team of volunteers will be recruited to help with the one-to-one support.
- **Information/guidance material** – The ICT Adviser will produce and distribute information and leaflets to raise awareness of the help on offer, and to provide organisations with 'to the point' information and guidance that will help organisations with ICT. The project will make use of the extensive database held by consortium members of local voluntary and community organisations, and the existing electronic and paper-based mailings and newsletters that are distributed.
- **Workshops/training courses** – The ICT Adviser will organise and deliver workshops throughout the lifetime of the project on a range of ICT issues. The exact topics will be chosen on the basis of the needs identified through the one-to-one work. These workshops will take place across Bedfordshire and Luton.

The principles of a Circuitrider (see Appendix 5) will be adhered to throughout project delivery.

### Partner Activity

All partners will work together towards the following outcomes:

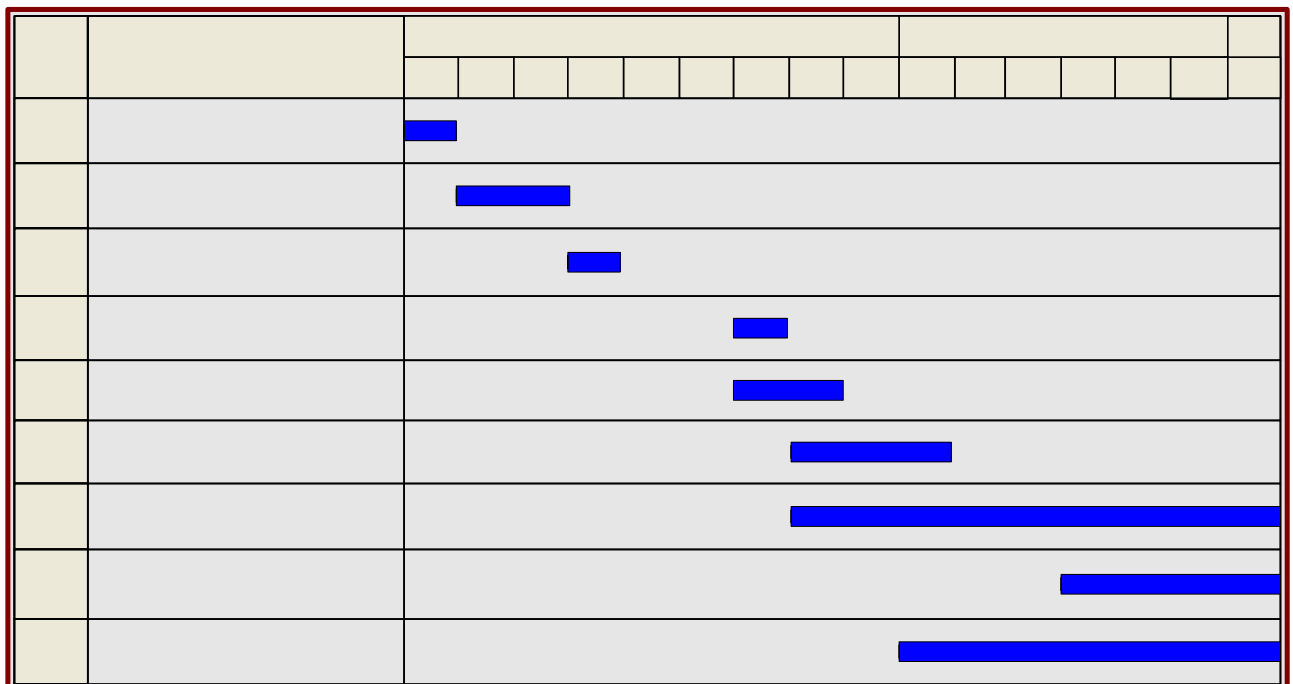
- 100 voluntary and community organisations will be more ICT-literate and make better use of ICT in their work by the end of the project.

The ICT Adviser will be hosted by Community and Voluntary Service on behalf of all the delivery partners.

Partner	Main Activities
Community and Voluntary Service	<ul style="list-style-type: none"> <li>• Recruitment and employment of an ICT Adviser</li> <li>• 3 volunteer ICT Advisers recruited</li> <li>• ICT publicity and information leaflets prepared and distributed</li> <li>• 100 organisations supported with ICT services</li> <li>• 12 ICT workshops delivered</li> </ul>
All other partners	<ul style="list-style-type: none"> <li>• Active promotion of the ICT service</li> <li>• Use of facilities for outreach and training provision</li> </ul>

### Project Timescale

This aspect of the project is only a two-year duration, and once it is up and running, it will have few specific date-related tasks apart from achieving the milestones. The first 12 months of the project plus the recruitment period, setting out the key tasks to getting the project fully operational, is set out below in Gantt chart format.



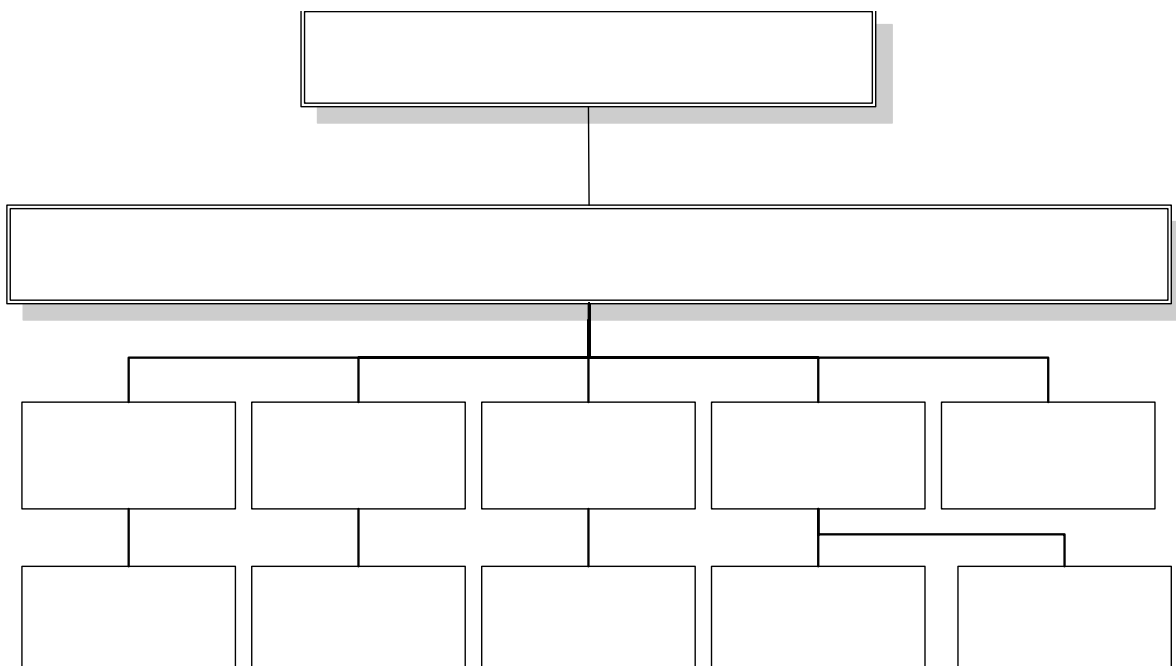
A full project timescale can be found in Appendix 1.

# Project Resources

The resources required to deliver the project are as follows:

- Four part-time (25 hours a week) Funding and Development Officers. The post-holders will be the main people who deliver the Funding and Development aspect of the project. Each of the four existing staff have different job titles, but will carry out the role of a Funding and Development Officer. A summary of each of the four posts can be found in Appendix 3.
- One full-time (35 hours a week) ICT Adviser. This is a new post. The post-holder will be the main person delivering the ICT aspect of the project. The post-holder will be hosted by Community and Voluntary Service – Mid and North Bedfordshire on behalf of the delivery partners. The job description and person specification for the ICT Adviser will be developed in the first two months of the project.
- Each post will be line-managed by an appropriate officer in each organisation, using their existing systems and processes for line-managing the post(s). This is expected to include regular one-to-one line management supervision meetings, regular team/staff meetings with colleagues, involvement in regular Project Implementation Team meetings and an annual appraisal.
- Each organisation will be responsible for setting up or adapting their existing data collection and project monitoring arrangements and for providing monitoring information to a named person within their organisation who will be accountable to the Voluntaryworks Consortium (in accordance with the Partnership Agreement).
- The following diagram indicates how the Delivery Partnership and individual partners relate to the management of the project as a whole, and the accountable body.

## The Delivery Partnership



# Project Costs and Financial Appraisal

## Assumptions and Principles

The costings have been developed using the following assumptions:

- Inflation of 3% per year (apart from accommodation costs, which are at 10% due to the ongoing price rise of utility services).
- The project commences on 1<sup>st</sup> April 2009.

In addition:

- **NI** - Employer's National Insurance has been calculated using the 2008-2009 tables.
- **VAT** - Most of the partners are not VAT-registered, but the majority of the project costs are salaries which are VAT-exempt.
- **Salaries** - Five posts are to be funded. Four posts are existing posts, each to be funded for 25 hours a week. The existing terms and conditions for each post are taken into account in the budgeting, including pensions. The ICT Adviser is a new post, full-time (35 hours a week), a two-year post, starting in month 7 and continuing to month 30.
- **Recruitment** - The post of ICT Adviser will be openly advertised in the local press, nationally via suitable websites and other networks.
- **Travel costs** - These costs are commensurate with the travel expenses incurred by other staff within the respective organisations. The budget incorporates the fact that the ICT Adviser will be operating across Bedfordshire and Luton, and volunteers working on the project will need to be reimbursed.
- **Training and other expenses** - The high costs of ICT training have been reflected in the training budget.
- **Marketing and communications** - These are costs relating to the promotion of the services, mainly the printing and distribution of leaflets, flyers and website costs.
- **Equality and advice training** - The costs of running a number of equality training courses, and supporting a small number of organisations to achieve a new advice-giving quality standard.
- **Workshop costs etc** - These costs primarily relate to the costs of training courses and workshops, some reference materials and a small ICT bursary fund.
- **Capital costs** - ICT equipment and office furniture for the ICT Adviser.

## Overheads

Each consortium member varies in size and therefore the overheads vary between each member. Some but not all consortium members use the ACEVO full cost recovery model to ascertain the true costs of projects. As a solution to this problem, the costings for overheads have been based on one consortium member who has implemented the ACEVO full cost recovery model, to provide a common level for each delivery organisation. The organisational overheads have been allocated under three headings:

- **Accommodation costs** - This includes rent, service charge and insurance, etc: a contribution of £2000 per staff post, per year plus 10% inflation
- **Office costs** - This includes stationery, telephone and internet costs, postage, photocopying, computer consumables, etc: a contribution of £2500 per staff post per year, plus 3% inflation
- **Staff overheads** - Staff time relating to the management and administration of the organisation: 10% of the salary of the staff post, plus 3% inflation

## Financial Controls

Voluntary and Community Action has in place comprehensive Financial Controls and these will be applied throughout the duration of the project. Delivery Partners will also have similar controls in place within their own organisations. A copy of the Financial Controls Policy is included as Appendix 6.

Arrangements for making payments to delivery partners and the responsibilities of the Accountable Body are set out in the project's Partnership Agreement.

## Summary Budget

The budget for this project is as follows.

	Year 1	Year 2	Year 3	Total
<b>Revenue costs</b>				
Salaries, National Insurance, pensions	94,572	112,178	100,331	307,081
Freelance fees	0	0	0	0
Recruitment	1,500	0	0	1,500
Training	4,000	4,096	3,395	11,491
Travel and other expenses	3,360	4,645	3,538	11,543
Accommodation and utilities	0	0	0	0
Marketing and communications	3,500	3,384	3,229	10,113
Evaluation	0	0	0	0
Business plan development	0	0	0	0
Professional and legal fees	0	0	0	0
Other (equality training/ Q-cas standard)	6,300	8,700	8,700	23,700
Other (workshops, ref materials and misc ICT fund)	5,600	8,728	8,990	23,318
<b>Total revenue costs</b>	<b>118,832</b>	<b>141,731</b>	<b>128,183</b>	<b>388,746</b>
<b>Overheads</b>				
Staff	12,457	14,308	13,216	39,981
Accommodation	9,000	11,000	10,890	30,890
Utilities	0	0	0	0
Other (office costs)	12,500	12,875	11,935	37,310
<b>Total overheads</b>	<b>33,957</b>	<b>38,183</b>	<b>36,041</b>	<b>108,181</b>
<b>Capital costs</b>				
Equipment purchase	2,000	0	0	2,000
Land purchase	0	0	0	0
Construction or refurbishment	0	0	0	0
Professional and legal fees	0	0	0	0
Other*	0	0	0	0
<b>Total capital costs</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
<b>Total project costs</b>	<b>154,789</b>	<b>179,914</b>	<b>164,224</b>	<b>498,927</b>

- This project is fully funded by the Big Lottery Fund and not reliant on any other funding source.

## Budget for Year One

The budget for Year One of the project is as follows (monthly expenditure)

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
<b>Revenue costs</b>													
Salaries, National Insurance, pensions	6,686	6,686	6,686	6,686	6,686	6,686	9,075	9,075	9,076	9,076	9,077	9,077	94,572
Freelance fees	0	0	0	0	0	0	0	0	0	0	0	0	0
Recruitment	1,500	0	0	0	0	0	0	0	0	0	0	0	1,500
Training	266	266	266	266	267	267	667	267	467	267	467	267	4,000
Travel and other expenses	180	180	180	180	180	180	380	380	380	380	380	380	3,360
Accommodation and utilities	0	0	0	0	0	0	0	0	0	0	0	0	0
Marketing and communications	0	0	1,200	0	200	200	200	600	200	200	500	200	3,500
Evaluation	0	0	0	0	0	0	0	0	0	0	0	0	0
Business plan development	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional and legal fees	0	0	0	0	0	0	0	0	0	0	0	0	0
Other*	0	0	0	0	0	900	600	600	1,500	600	600	1,500	6,300
Other*	800	300	300	800	300	300	800	300	300	800	300	300	5,600
<b>Total revenue costs</b>	<b>9,432</b>	<b>7,432</b>	<b>8,632</b>	<b>7,932</b>	<b>7,633</b>	<b>8,533</b>	<b>11,722</b>	<b>11,222</b>	<b>11,923</b>	<b>11,323</b>	<b>11,324</b>	<b>11,724</b>	<b>118,832</b>
<b>Overheads</b>													
Staff	1,418	668	668	1,418	668	669	1,658	908	908	1,658	908	908	12,457
Accommodation	2,000	0	0	2,000	0	0	2,500	0	0	2,500	0	0	9,000
Utilities	0	0	0	0	0	0	0	0	0	0	0	0	0
Other*	833	833	833	833	833	833	1,249	1,249	1,251	1,251	1,251	1,251	12,500
<b>Total overheads</b>	<b>4,251</b>	<b>1,501</b>	<b>1,501</b>	<b>4,251</b>	<b>1,501</b>	<b>1,502</b>	<b>5,407</b>	<b>2,157</b>	<b>2,159</b>	<b>5,409</b>	<b>2,159</b>	<b>2,159</b>	<b>33,957</b>
<b>Capital costs</b>													
Equipment purchase	0	0	0	0	0	0	2,000	0	0	0	0	0	2,000
Land purchase	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction or refurbishment	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional and legal fees	0	0	0	0	0	0	0	0	0	0	0	0	0
Other*	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total capital costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
<b>Total project costs</b>	<b>13,683</b>	<b>8,933</b>	<b>10,133</b>	<b>12,183</b>	<b>9,134</b>	<b>10,035</b>	<b>19,129</b>	<b>13,379</b>	<b>14,082</b>	<b>16,732</b>	<b>13,483</b>	<b>13,883</b>	<b>154,789</b>

## Full Budget – broken down into quarterly expenditure

	Year 1	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year 2	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year 3	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Revenue costs																
Salaries, National Insurance, pensions	94,572	20,058	20,058	27,226	27,230	112,178	28,046	28,044	28,044	28,044	100,331	28,885	28,886	21,280	21,280	307,081
Freelance fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recruitment	1,500	1,500	0	0	0	0	0	0	0	0	0	0	0	0	0	1,500
Training	4,000	798	800	1,401	1,001	4,096	1,024	1,024	1,024	1,024	3,395	848	849	849	849	11,491
Travel and other expenses	3,360	540	540	1,140	1,140	4,645	1,162	1,161	1,161	1,161	3,538	1,196	1,196	573	573	11,543
Accommodation and utilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Marketing and communications	3,500	1,200	400	1,000	900	3,384	846	846	846	846	3,229	871	872	743	743	10,113
Evaluation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Business plan development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional and legal fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other*	6,300	0	900	2,700	2,700	8,700	2,175	2,175	2,175	2,175	8,700	2,175	2,175	2,175	2,175	23,700
Other*	5,600	1,400	1,400	1,400	1,400	8,728	2,182	2,182	2,182	2,182	8,990	3,011	3,009	1,485	1,485	23,318
<b>Total revenue costs</b>	<b>118,832</b>	<b>25,496</b>	<b>24,098</b>	<b>34,867</b>	<b>34,371</b>	<b>141,731</b>	<b>35,435</b>	<b>35,432</b>	<b>35,432</b>	<b>35,432</b>	<b>128,183</b>	<b>36,986</b>	<b>36,987</b>	<b>27,105</b>	<b>27,105</b>	<b>388,746</b>
Overheads																0
Staff	12,457	2,754	2,755	3,474	3,474	14,308	3,578	3,578	3,576	3,576	13,216	3,685	3,684	2,924	2,923	39,981
Accommodation	9,000	2,000	2,000	2,500	2,500	11,000	2,750	2,750	2,750	2,750	10,890	3,025	3,025	2,420	2,420	30,890
Utilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other*	12,500	2,499	2,499	3,749	3,753	12,875	3,218	3,219	3,219	3,219	11,935	3,316	3,315	2,652	2,652	37,310
<b>Total overheads</b>	<b>33,957</b>	<b>7,253</b>	<b>7,254</b>	<b>9,723</b>	<b>9,727</b>	<b>38,183</b>	<b>9,546</b>	<b>9,547</b>	<b>9,545</b>	<b>9,545</b>	<b>36,041</b>	<b>10,026</b>	<b>10,024</b>	<b>7,996</b>	<b>7,995</b>	<b>108,181</b>
Capital costs																0
Equipment purchase	2,000	0	0	2,000	0	0	0	0	0	0	0	0	0	0	0	2,000
Land purchase	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction or refurbishment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Professional and legal fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total capital costs</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
<b>Total project costs</b>	<b>154,789</b>	<b>32,749</b>	<b>31,352</b>	<b>46,590</b>	<b>44,098</b>	<b>179,914</b>	<b>44,981</b>	<b>44,979</b>	<b>44,977</b>	<b>44,977</b>	<b>164,224</b>	<b>47,012</b>	<b>47,011</b>	<b>35,101</b>	<b>35,100</b>	<b>498,927</b>

## Project Income and Financial Planning

- This project is subject to limited financial risk as the only source of income for the project is the Big Lottery Fund.
- The accountable body has a Financial Controls Policy setting out the procedures that will be followed to ensure that the funds are managed appropriately.
- A detailed partnership agreement will set out to partners their responsibilities with regards to financial monitoring and reporting.
- As the project is to be funded from only one source, the Income and Expenditure forecast is the same. The forecast is as follows:

		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
Year 1	Revenue	25,496	24,098	34,867	34,371	118,832
	Overheads	7,253	7,254	9,723	9,727	33,957
	Capital	0	0	2,000	0	2,000
	Total	32,749	31,352	46,590	44,098	154,789
Year 2	Revenue	35,435	35,432	35,432	35,432	141,731
	Overheads	9,546	9,547	9,545	9,545	38,183
	Capital	0	0	0	0	0
	Total	44,981	44,979	44,977	44,977	179,914
Year 3	Revenue	36,986	36,987	27,105	27,105	128,183
	Overheads	10,026	10,024	7,996	7,995	36,041
	Capital	0	0	0	0	0
	Total	47,012	47,011	35,101	35,100	164,224

## Exit Strategy

This section sets out what the consortium will do if the project needs to continue beyond the three-year funding period provided by the Big Lottery Fund.

A key component of this project is about making voluntary and community organisations stronger and more effective and more sustainable.

The skills, knowledge and support provided to those working or volunteering with voluntary and community organisations means that they will be making better funding applications, developing funding strategies, budgeting more effectively and generally operating their organisations in a more effective and efficient way. This will make the organisations better able to survive and grow, years after this funding ends.

Securing long-term funding to make a project sustainable is the most difficult part of any project. The following actions would start to be undertaken around 18 months before the funding ends:

<b>Stage 1</b> Is it needed?	Consideration of the changing needs of voluntary and community organisations. Is the project still needed, or has the demand been met or superseded by other issues? The consortium will undertake a fresh review of what the needs of voluntary and community organisations are, before any decisions about sustaining the project are taken.
<b>Stage 2</b> Funding options	If some or all of the project is meeting a current need and it is the view of the consortium that the project should continue, consideration will be given as to what funding opportunities are available. Is there one or more funder who can support some or all of the project? Can some of the work be 'mainstreamed' into any agreements with other funders?
<b>Stage 3</b> Self financing options	If some or all of the project is meeting a current need and it is the view of the consortium that the project should continue, consideration will also be given as to whether some or all of the project could continue using a social enterprise business model. Is it necessary to change how the project is delivered to make it self-financing in some form? Can some or all of the service be accessed on a fee/membership scheme basis?
<b>Stage 4</b> Managed transition or closure	If some or all of the project is not going to continue after the funding ends, the focus of the last few months of the project will be to undertake a smooth closure, and leave a long-term legacy for the benefit of organisations for years to come in the form of information leaflets, help notes, toolkits and other forms of material that will stand the test of time.

## Marketing and Communications Strategy

- Consortium members hold an extensive list of voluntary and community organisations operating in Bedfordshire and Luton.
- Existing regular mailings are sent to well over 2,500 organisations, and these mailings will be used to ensure that as many organisations as possible are aware of the services on offer.
- Consortium members have links with rural and minority communities through years of working in and with local communities, and through existing work that they are undertaking, will ensure that they are made aware of the services on offer.
- The project will also ensure that other local stakeholders and strategic partners are aware of the service and are able to signpost organisations that they are in contact with to the services available.
- The project will be promoted through the Voluntaryworks website.
- The services on offer will be promoted at any appropriate events, such as conferences, open days and information fairs, using display boards, leaflets etc.
- The Project Implementation Team will constantly review the promotion undertaken by the project, co-ordinate it as appropriate, and undertake some joint publicity annually.

## Monitoring and Evaluation

With multiple delivery partners, this project will need to agree a common monitoring system and ensure that all partners clearly know what their individual targets are.

- The Project Implementation Team will meet on a regular basis to assess progress on the milestones and outcomes and agree any actions that are required to ensure that the milestones are met.
- All outcomes have key milestones that will allow the consortium to measure whether the outcomes are being achieved.
- The role that each partner will play is clearly set out in the project business plan.
- All delivery partners use the same database, which can be used as a client relationship management tool. A specific 'dataset' will be agreed and used by all partners using the common database to ensure that the monitoring information is consistent. The common database will also allow the accountable body to quickly assess the progress of the project against the milestones and report to the project delivery team.
- Each delivery partner will circulate to those organisations that have benefited from the project an annual survey that will be seek to measure the extent to which voluntary and community organisations have benefitted from each of the project outcomes. The results of the survey will be used to measure the long term change of the project.
- Each delivery partner to submit quarterly invoices and six-monthly monitoring reports. These monitoring reports will use a specially-designed template, based on the mid-year, end-of-year and end-of-project forms provided by the Big Lottery Fund, so that all necessary information is collected in a standard and consistent format to aid effective reporting of the project to the Big Lottery Fund.
- The Director of Voluntary and Community Action (as the accountable body) will be responsible for collating partners' financial claims and monitoring reports. He will be supported by the organisation's Finance and Premises Manager who will be responsible for keeping accurate auditable financial records and for paying authorised claims to partners. They will also liaise with the chief officers and finance managers of partner organisations as appropriate.
- The consortium already has in place arrangements for managing projects being delivered by the Voluntaryworks Consortium, including financial claims and monitoring information for existing projects funded by Capacitybuilders. These processes will be adapted to suit the monitoring and reporting requirements for BIG.

## Risk Analysis

The following have been identified as the main risks to this project:

Description	Impact	Probability	Existing Controls	Action required	Lead responsibility
Loss of funding and development staff	Medium	Medium	<ul style="list-style-type: none"> <li>• Long-term funding</li> <li>• Salary that is competitive in the local market</li> <li>• Contracts require at least one month's notice</li> <li>• The remaining posts can 'backfill' where possible to minimise disruption</li> </ul>	None currently required	Chief Officer of respective organisation
Loss of ICT Adviser	High	Low	<ul style="list-style-type: none"> <li>• Salary that is competitive in the local market</li> <li>• Contracts require at least one month's notice</li> </ul>	None currently required	Chief Officer of respective organisation
Staff on long-term absence/maternity leave	Medium	Low	<ul style="list-style-type: none"> <li>• Contracts that limit the organisation's financial liability</li> </ul>	None currently required	Chief Officer of respective organisation
Increases in inflation or payscale above 3%	Low	Medium	<ul style="list-style-type: none"> <li>• Project has been well budgeted</li> </ul>	Budget would have to be reviewed if risk occurred	Chief Officer of respective organisation
Loss of other funding by partner organisation	High	Low	<ul style="list-style-type: none"> <li>• Project has included full cost recovery</li> </ul>	Partners will continue to diversify income streams	Chief Officer of respective organisation

Continued...

Office out of action due to Fire/Flooding/Break In/ 'Force Majeure'	Medium	Low	<ul style="list-style-type: none"> <li>• Insurance includes business continuity clause to cover costs of relocating</li> <li>• Data backup systems in place</li> </ul>	Business Continuity Policy to be reviewed by each delivery partner	Chief Officer of respective organisation
Under-performance or non-performance by partner organisation	High	Low	<ul style="list-style-type: none"> <li>• Contract with clear terms and conditions including withdrawal and clawback of funding if required</li> </ul>	Signed contract	Accountable Body
Withdrawal of partner from project	High	Low	<ul style="list-style-type: none"> <li>• Project budget includes full cost recovery – this reduces risk of withdrawal due to financial constraints</li> <li>• Detailed Partnership Agreement to minimise impact of withdrawal on overall project</li> <li>• Other existing partners able to deliver if required</li> </ul>	None currently required	Accountable Body

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## Supporting Information

Appendix 1	Project Timescale
Appendix 2	Breakdown of Funding Between Partners
Appendix 3	Summary of Funded Posts
Appendix 4	Terms of Reference for Project Implementation Team
Appendix 5	Principles of a Circuitrider
Appendix 6	Financial Controls Policy (Voluntary and Community Action)





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## Appendix 2 - Breakdown of Funding Between Partners

### Year 1 - Breakdown of funds across partners

	Year 1 Total	CVS	VCA	VAL	BRCC	BREC	ICT Host (CVS)	Accountable Body
<b>Revenue costs</b>								
Salaries, National Insurance, pensions	94,572	19,604	19,358	20,948	20,324	0	14,338	0
Freelance fees	0	0	0	0	0	0	0	0
Recruitment	1,500	0	0	0	0	0	1,500	0
Training	4,000	800	800	800	800	0	800	0
Travel and other expenses	3,360	540	540	540	540	0	1,200	0
Accommodation and utilities	0	0	0	0	0	0	0	0
Marketing and communications	3,500	400	400	400	400	0	700	1,200
Evaluation	0	0	0	0	0	0	0	0
Business plan development	0	0	0	0	0	0	0	0
Professional and legal fees	0	0	0	0	0	0	0	0
Other - Q-Cas advice	3,600	0	0	0	0	3,600	0	0
Other - workshop costs	6,300	900	900	900	900	2,700	0	0
Other - reference material	2,000	500	500	500	500	0	0	0
Other - misc IT items and volunteer insurance	0	0	0	0	0	0	0	0
<b>Total revenue costs</b>	<b>118,832</b>	<b>22,744</b>	<b>22,498</b>	<b>24,088</b>	<b>23,464</b>	<b>6,300</b>	<b>18,538</b>	<b>1,200</b>
<b>Overheads</b>								
Staff	12,457	1,960	1,936	2,095	2,032	0	1,434	3,000
Accommodation	9,000	2,000	2,000	2,000	2,000	0	1,000	0
Utilities	0	0	0	0	0	0	0	0
Other*	12,500	2,500	2,500	2,500	2,500	0	2,500	0
<b>Total overheads</b>	<b>33,957</b>	<b>6,460</b>	<b>6,436</b>	<b>6,595</b>	<b>6,532</b>	<b>0</b>	<b>4,934</b>	<b>3,000</b>
<b>Capital costs</b>								
Equipment purchase	2,000	0	0	0	0	0	2,000	0
<b>Total capital costs</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>	<b>0</b>
<b>Total project costs</b>	<b>154,789</b>	<b>29,204</b>	<b>28,934</b>	<b>30,683</b>	<b>29,996</b>	<b>6,300</b>	<b>25,472</b>	<b>4,200</b>

**Note** – the funds under ‘marketing and communications’ funds held by the Accountable Body will be used for joint activities that will be agreed by the Project Implementation Team.

## Year 2 - Breakdown of funds across partners

	Year 2 Total	CVS	VCA	VAL	BRCC	BREC	ICT Host (CVS)	Accountable Body
<b>Revenue costs</b>								
Salaries, National Insurance, pensions	112,178	20,192	19,939	21,576	20,934	0	29,537	0
Freelance fees	0	0	0	0	0	0	0	0
Recruitment	0	0	0	0	0	0	0	0
Training	4,096	824	824	824	824	0	800	0
Travel and other expenses	4,645	556	557	556	556	0	2,420	0
Accommodation and utilities	0	0	0	0	0	0	0	0
Marketing and communications	3,384	421	421	421	421	0	500	1,200
Evaluation	0	0	0	0	0	0	0	0
Business plan development	0	0	0	0	0	0	0	0
Professional and legal fees	0	0	0	0	0	0	0	0
Other - Q-Cas advice	6,000	0	0	0	0	6,000	0	0
Other - workshop costs	8,268	927	927	927	927	2,700	1,860	0
Other - reference material	2,060	515	515	515	515	0	0	0
Other - misc IT items and volunteer insurance	1,100	0	0	0	0	0	1,100	0
<b>Total revenue costs</b>	<b>141,731</b>	<b>23,435</b>	<b>23,183</b>	<b>24,819</b>	<b>24,177</b>	<b>8,700</b>	<b>36,217</b>	<b>1,200</b>
<b>Overheads</b>								
Staff	14,308	2,019	1,994	2,158	2,093	0	2,954	3,090
Accommodation	11,000	2,200	2,200	2,200	2,200	0	2,200	0
Utilities	0	0	0	0	0	0	0	0
Other*	12,875	2,575	2,575	2,575	2,575	0	2,575	0
<b>Total overheads</b>	<b>38,183</b>	<b>6,794</b>	<b>6,769</b>	<b>6,933</b>	<b>6,868</b>	<b>0</b>	<b>7,729</b>	<b>3,090</b>
<b>Capital costs</b>								
Equipment purchase	0	0	0	0	0	0	0	0
<b>Total capital costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total project costs</b>	<b>179,914</b>	<b>30,229</b>	<b>29,952</b>	<b>31,752</b>	<b>31,045</b>	<b>8,700</b>	<b>43,946</b>	<b>4,290</b>

**Note** – the funds under ‘marketing and communications’ funds held by the Accountable Body will be used for joint activities that will be agreed by the Project Implementation Team.

### Year 3 - Breakdown of funds across partners

	Year 3 Total	CVS	VCA	VAL	BRCC	BREC	ICT Host (CVS)	Accountable Body
<b>Revenue costs</b>								
Salaries, National Insurance, pensions	100,331	20,798	20,537	22,223	21,562	0	15,211	0
Freelance fees	0	0	0	0	0	0	0	0
Recruitment	0	0	0	0	0	0	0	0
Training	3,395	848	849	849	849	0	0	0
Travel and other expenses	3,538	573	573	573	573	0	1,246	0
Accommodation and utilities	0	0	0	0	0	0	0	0
Marketing and communications	3,229	443	443	443	443	0	258	1,199
Evaluation	0	0	0	0	0	0	0	0
Business plan development	0	0	0	0	0	0	0	0
Professional and legal fees	0	0	0	0	0	0	0	0
Other - Q-Cas advice	6,000	0	0	0	0	6,000	0	0
Other - workshop costs	8,433	954	954	955	954	2,700	1,916	0
Other - reference material	2,124	531	531	531	531	0	0	0
Other - misc IT items and volunteer insurance	1,133	0	0	0	0	0	1,133	0
<b>Total revenue costs</b>	<b>128,183</b>	<b>24,147</b>	<b>23,887</b>	<b>25,574</b>	<b>24,912</b>	<b>8,700</b>	<b>19,764</b>	<b>1,199</b>
<b>Overheads</b>								
Staff	13,216	2,080	2,054	2,222	2,156	0	1,521	3,183
Accommodation	10,890	2,420	2,420	2,420	2,420	0	1,210	0
Utilities	0	0	0	0	0	0	0	0
Other*	11,935	2,652	2,653	2,652	2,652	0	1,326	0
<b>Total overheads</b>	<b>36,041</b>	<b>7,152</b>	<b>7,127</b>	<b>7,294</b>	<b>7,228</b>	<b>0</b>	<b>4,057</b>	<b>3,183</b>
<b>Capital costs</b>								
Equipment purchase	0	0	0	0	0	0	0	0
<b>Total capital costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total project costs</b>	<b>164,224</b>	<b>31,299</b>	<b>31,014</b>	<b>32,868</b>	<b>32,140</b>	<b>8,700</b>	<b>23,821</b>	<b>4,382</b>

**Note** – the funds under ‘marketing and communications’ funds held by the Accountable Body will be used for joint activities that will be agreed by the Project Implementation Team.

|

## Appendix 3 - Summary of Funded Posts

### Staff position 1

#### Job title

ICT Adviser

New post?

Existing post?

What will this person do on the project?

The post-holder will:

- Provide practical advice and support to voluntary and community organisations on all issues relating to ICT
- Develop information leaflets and other ICT-related tools for the benefit of the voluntary and community sector
- Organise and deliver workshops and other training sessions
- Recruit, support and manage the workload of volunteers who are able to act as ICT advisers

Who will this person report to?

This post will be hosted by one of the delivery partner organisations but will operate across Bedfordshire and Luton. The post-holder will report to the Project Implementation Team, but will be line-managed by the Chief Officer of the organisation in which they are hosted (Community and Voluntary Service Mid and North Bedfordshire).

Total hours worked by this person (per week)	Annual salary for total hours worked (£)	Annual national insurance contribution (£)	Pension contribution (%)	Hours worked on this project (per week)	Number of hours you want us to fund (per week)
35	26,039	2,637	0	35	35

## Staff position 2

### Job title

Funding and Development Officer

New post?

Existing post?

What will this person do on the project?

The post-holder will:

- Provide advice and support to voluntary and community organisations on a wide range of funding and development issues, and encourage them to become more effective and sustainable
- Support new organisations to become established
- Develop information leaflets and other tools for the benefit of the voluntary and community sector
- Organise and deliver workshops and other training sessions to help local organisations

Who will this person report to?

The Chief Officer of Community and Voluntary Service Mid and North Bedfordshire

Total hours worked by this person (per week)	Annual salary for total hours worked (£)	Annual national insurance contribution (£)	Pension contribution (%)	Hours worked on this project (per week)	Number of hours you want us to fund (per week)
35	25,195	2,529	0	25	25

### Staff position 3

#### Job title

Funding and Development Officer

New post?

Existing post?

What will this person do on the project?

The post-holder will:

- Provide advice and support to voluntary and community organisations on a wide range of funding and development issues, and encourage them to become more effective and sustainable
- Support new organisations to become established
- Develop information leaflets and other tools for the benefit of the voluntary and community sector
- Organise and deliver workshops and other training sessions to help local organisations

Who will this person report to?

The Executive Director of Voluntary Action Luton

Total hours worked by this person (per week)	Annual salary for total hours worked (£)	Annual national insurance contribution (£)	Pension contribution (%)	Hours worked on this project (per week)	Number of hours you want us to fund (per week)
35	26,862	2742	0	25	25

## Staff position 4

### Job title

Funding and Development Officer

New post?

Existing post?

What will this person do on the project?

The post-holder will:

- Provide advice and support to voluntary and community organisations on a wide range of funding and development issues, and encourage them to become more effective and sustainable
- Support new organisations to become established
- Develop information leaflets and other tools for the benefit of the voluntary and community sector
- Organise and deliver workshops and other training sessions to help local organisations

Who will this person report to?

The Director of Voluntary and Community Action South Bedfordshire

Total hours worked by this person (per week)	Annual salary for total hours worked (£)	Annual national insurance contribution (£)	Pension contribution (%)	Hours worked on this project (per week)	Number of hours you want us to fund (per week)
37	22715	2211	5	25	25

## Staff position 5

### Job title

Funding and Development Officer

New post?

Existing post?

What will this person do on the project?

The post-holder will:

- Provide advice and support to voluntary and community organisations on a wide range of funding and development issues, and encourage them to become more effective and sustainable
- Support new organisations to become established
- Develop information leaflets and other tools for the benefit of the voluntary and community sector
- Organise and deliver workshops and other training sessions to help local organisations

Who will this person report to?

The Head of Community Empowerment of Bedfordshire Rural Communities Charity

Total hours worked by this person (per week)	Annual salary for total hours worked (£)	Annual national insurance contribution (£)	Pension contribution (%)	Hours worked on this project (per week)	Number of hours you want us to fund (per week)
35	25195	2529	4	25	25

|

# Appendix 4 - Terms of Reference – Project Implementation Team

## Project Implementation Team – Teams of Reference

### 1. Membership

- Chief Executive, Bedford Race Equality Council
- Development Officer, Bedford Race Equality Council
- Head of Corporate Services, Bedfordshire Rural Communities Charity
- Field Officer, Bedfordshire Rural Communities Charity
- Chief Officer, Community and Voluntary Service Mid and North Bedfordshire
- Funding and Development Officer, Community & Voluntary Service Mid and North Bedfordshire
- Executive Director, Voluntary Action Luton
- Infrastructure Development & Training Officer, Voluntary Action Luton
- Director, Voluntary and Community Action South Bedfordshire
- Training and Development Officer, Voluntary and Community Action South Bedfordshire

Other stakeholders, including other Voluntaryworks Consortium members, may also be invited to attend meetings.

### 2. Purpose

- 2.1 The purpose of the Project Implementation Team is to enable partners to work together and co-ordinate their actions so as to ensure the successful delivery of the project.
- 2.2 The *Building Capacity* project is designed to support voluntary and community organisations across Bedfordshire and Luton. The project has two distinct strands:

**Funding and Development Advice** – providing groups with the practical help they need to identify funding opportunities, make quality applications, and run their organisations efficiently and effectively. The service will also offer advice on a range of development issues.

**An ICT Adviser** – providing the specialist advice needed by many organisations to use ICT effectively as a tool. The adviser will offer a range of services, from advice on buying a computer and software packages, help with setting up a website, to offering training and support sessions to build the ICT confidence of staff and volunteers in local voluntary and community organisations. The ICT Adviser will work to get as many voluntary and community organisations as possible using email and the internet effectively.

### **3. Overall Functions of the Project Implementation Team**

In order to meet this purpose, the following functions will be undertaken:

- 3.1 Act as the coordinating body for setting up and delivering the project.
- 3.2 Review project progress and ensure that all delivery partners are working together and in accordance with the project business plan.
- 3.3 Provide a mechanism for the Accountable Body to communicate and liaise with delivery partners.
- 3.5 Manage any conflict between partners or between partners and the Accountable Body.
- 3.5 Report regularly to the Bedfordshire and Luton VCS Infrastructure Consortium.

### **4. Operating Principles**

The Project Implementation Team will, at all times, seek to operate in an inclusive manner. It will:

- 4.1 Determine appropriate secretariat arrangements that support inclusivity, effective communication and good practice in administration of the Team's business.
- 4.2 Appoint a Chairperson from amongst its membership.
- 4.3 Meet regularly during the year and produce a schedule of meetings well in advance. Initially the Team will meet monthly whilst the project is being set up, and then quarterly thereafter.
- 4.4 Organise meetings in ways that allow all members to contribute to agenda setting, ensure full accessibility to all its meetings etc. and strive to circulate agendas and other papers at least five working days in advance. Meeting venues will be alternated so that the cost of travel both in terms of time and money are equally shared.
- 4.5 Operate with a quorum, which shall be two or the nearest number to one third of the consortium's membership eligible to vote. Each organisation shall be entitled to one vote.
- 4.6 Attempt to work by consensus, but recognise they do not have the power to commit an individual member organisation to a course of action that it does not wish to take.
- 4.7 Exist for a fixed term until the end of March 2012 or upon completion of the project unless the Terms of Reference are extended by the consortium. The Terms of Reference may also be reviewed and amended at any time, following full discussion and unanimous agreement by all the members of the Team and approval by the consortium.

## **5. Limits of Authority**

- 5.1 The Project Implementation Team may make decisions on the day-to-day delivery of the project within the parameters of the project business plan.
- 5.2 The Project Implementation Team must not make any changes to the agreed budget without reference to the Accountable Body, which must have regard to the grant offer letters issued to partner organisations and the budget lines agreed with the Big Lottery Fund.
- 5.3 The Project Implementation Team must not make any changes to the outcomes, milestones or timescales set out in the project business plan, as agreed between the Accountable Body and the Big Lottery Fund. If any changes are felt necessary the Project Implementation Team must make a recommendation to The Voluntaryworks Consortium, which will, if approved, ask the Accountable Body to either effect any such change or request that such a change be approved (as appropriate), as determined within the Terms and Conditions of Grant and Associated Guidance issued by the Big Lottery Fund.

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## **Appendix 5 - Principles of a Circuitrider**

I/we commit to...

### **Vision and values**

1. Recognise and respect the characteristics (vision, values, culture, funding, mission, beneficiaries and services) of the particular Voluntary and Community Sector (VCS) organisation I/we work with and adapt my/our approach appropriately.

### **Working practices**

2. Work honestly and transparently, declaring any conflicts of interest (including reselling activities) and be prepared to say when a non-Information and Communication Technology (ICT) solution is the best course of action.
3. Use non-technical language and examples to help organisations understand ICT and their choices.
4. Understand the limitations of my/our ICT skills and knowledge and help to connect VCS organisations I/we work with to other ICT providers and development workers if unable to meet the organisation's needs.
5. Ensure legal and best practice requirements are made explicit to the organisations I/we work with (e.g. health and safety, data protection, environmental, accessibility, inclusion, confidentiality and licensing).

### **Learning, professional development and support**

6. Engage in continuous learning to maintain the necessary skills and level of knowledge to understand ICT, the VCS in general and any sub-sectors (e.g. health, environment, etc) I/we work with.
7. Participate in and share my/our knowledge with the VCS ICT community and the organisations I/we work with.

### **Supporting organisational development and sustainability**

8. Help organisations understand the impact ICT can have on staff, volunteers and beneficiaries, taking responsibility to highlight and assist with change management.
9. Equip organisations with tools, knowledge and processes to enable them to make informed decisions and take full advantage of ICT and how to make ongoing strategic decisions with or without external support.
10. Enable organisations to understand the total cost of ownership (TCO) needed to maintain and improve their ICT commitments, offering choice and refraining from prescribing dependency-based ICT solutions.

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## Appendix 6 – Financial Controls Policy

# Voluntary and Community Action

### FINANCIAL CONTROLS POLICY

1. General Policy Statement
  - 1.1 Financial controls will be put in place, and appropriate records kept, so that the Voluntary and Community Action South Bedfordshire can:
    1. meet its legal obligations under the Companies Acts 1985, 1989 & 2006, the Charities Act 1993, Inland Revenue regulations and other appropriate legislation;
    2. enable the trustees to safeguard the organisation's property and act prudently in the interests of the charity;
    3. enable the trustees to be in proper financial control of the organisation's affairs;
    4. meet its contractual obligations and the requirements of funders; and
    5. demonstrate good financial management and meet relevant quality assurance systems.
  - 1.2 As responsible leaseholders, employers and managers of income the trustees recognise that such income must be spent in accordance with the organisation's charitable objects.
2. **Purpose**
  - 2.1 This policy applies to all staff and trustees within Voluntary and Community Action, in particular those that have responsibilities for processing, recording and/or authorising any financial transactions.
  - 2.2 The purpose of the policy is to enable the trustees to meet the obligations set out in the General Policy Statement and to ensure that sound financial controls are in place to safeguard the organisation's property.
  - 2.3 The financial management roles and responsibilities of the Trustee Board, Finance and General Purposes sub-Committee, Treasurer, Director, Finance and Premises Manager and the Administrator are set out in Appendix 1.
  - 2.4 Authorisation levels for placing orders, approving expenditure, incurring liabilities and signing cheques are set out in the *Authority List*, included as Appendix 2.
3. **Records**
  - 3.1 The financial records will be kept at the office. These will include cash book showing income and expenditure; bank statements; and details of staff salaries, payments and receipts, petty cash and of cheques and cash received.
  - 3.2 Details and copies of insurance policies, leases, contracts and service level agreements will be kept at the office.
  - 3.3 A list of all fixed assets, which should be regularly updated, will be kept at the office.

- 3.4 Details of the organisation's banks and a list of signatories will be kept at the office.
- 3.5 Contact details for the Treasurer, Trustees, Auditor, key holders and bank(s) will be kept at the office.
- 3.6 All members of the Finance and General Purposes sub-Committee will keep minutes of their meetings; copies of this and other relevant policies; the Authority List; annual budgets and financial management reports.
- 3.7 Authorisation levels for placing orders, approving expenditure, incurring liabilities and signing cheques will be set out in the agreed *Authority List*, a copy of which will be provided to each member of staff and each cheque signatory.
- 3.8 The Treasurer will make regular checks to ensure that records are being accurately maintained, that payments and receipts can be traced and verified through the accounting system, and that there are no discrepancies in the accounting records.
- 3.9 The financial year will run from 1 April to 31 March. Accounts for each financial year will be drawn up within six months of the end of the financial year and approved by the Trustee Board as part of the organisation's annual report and accounts.
- 3.10 The Trustee Board will appoint an appropriately qualified independent auditor to audit the accounts and report upon them.
- 3.11 All financial records will be kept for a minimum of seven years from the end of the financial year in which they are recorded. Financial records for projects funded by restricted funds will be kept for seven years from the completion of the project or longer if so required under the terms and conditions of grant and/or other contract.

#### **4. Budgets and Financial Reports**

- 4.1 The Director will prepare and present an annual budget to the Finance and General Purposes sub-Committee for ratification. The Finance and General Purposes sub-Committee will recommend the ratified budget to the Trustee Board for approval prior to, or at the start of, the financial year. The budget will give proper and realistic estimates of expected income and expenditure.
- 4.2 The Finance and General Purposes sub-Committee will review and report to the Trustee Board on the organisation's actual and projected income and expenditure against the annual budget (and subsequent revisions) at least quarterly.
- 4.3 The Director may transfer expenditure by up to 15% within the agreed consolidated budget. The Finance and General Purposes sub-Committee may consider and agree transfers greater than 15%.

#### **5. Reserves Policy**

- 5.1 All reserves should be held in an interest bearing account, accessible within a reasonable period of time.
- 5.2 Reserves will be defined as *General Purpose Reserves, Designated Funds or Restricted Funds*.
- 5.3 General Purpose Reserves will be used to cash flow the late receipt of grant payments.

- 5.4 Designated Funds will be for specific purposes, including the repair and replacement of equipment; premises (including leases and service charges); employee redundancy, maternity, paternity and sickness pay (not covered by statutory payments); and other purposes agreed, from time to time, by the Finance and General Purposes sub-Committee
- 5.5 Restricted Funds will be funds given for specific purposes and projects or specific amounts held on behalf of third parties (e.g. other voluntary organisations and community groups).
- 5.6 The level of the General Purpose Reserves and the Designated Funds should be reviewed annually in the first financial quarter, taking account of projected income, planned expenditure and an analysis of future needs, opportunities, contingencies and risks.

## **6. Banking**

- 6.1 Voluntary and Community Action South Bedfordshire will maintain a current account with Barclays Bank plc, Leighton Buzzard Branch, PO Box 170, Winterhill, Milton Keynes MK6 1AL.
- 6.2 Voluntary and Community Action South Bedfordshire will maintain a CAF Cash Cheque Account and a CAF Gold Account with the CAF Bank Ltd, Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ (part of the Charities Aid Foundation).
- 6.3 Voluntary and Community Action South Bedfordshire will maintain a Charity Reserve Account with the Cater Allen Private Bank, 9 Nelson Street, Bradford BD1 5AN (part of Abbey National plc).
- 6.4 All accounts will be held in the name of the organisation unless otherwise agreed by the Trustee Board.
- 6.5 No other bank or financial institution, overdraft or loan facility will be used without the approval of the Finance and General Purposes sub-Committee. Instructions to open or close accounts will also be approved and minuted by the Finance and General Purposes sub-Committee.
- 6.6 Cash machine, debit and credit cards will not be used and if issued by the bank will be destroyed immediately.
- 6.7 Only the Director, Finance and Premises Manager and the Administrator will have access to on-line and telephone banking services.
- 6.8 Changes to the bank mandates of authorised signatories will be approved and minuted by the Trustee Board. The mandate will be reviewed annually in the first financial quarter and upon resignation of any signatory.
- 6.9 All transfers and direct payments into the bank should be supported by relevant documentation, including bank paying in slips, which should agree with the *Record of Cheques and Cash Received*.
- 6.10 Records of payments made by cheque, standing order or direct debit should agree with cheque stubs or bank mandates, paid invoices or other supporting documentation, duly authorised.
- 6.11 Monthly bank statements will be requested from all banks. Cheque accounts will be reconciled with the cashbook every month and investment accounts at least every three months. The Treasurer will inspect the bank reconciliations at least twice a year and signify that this has been done.

## 7. Custody and Banking of Money

- 7.1 Any cheques and cash received should be recorded immediately in the monthly *Record of Cheques and Cash Received*. Supporting documentation should show the date received and date banked, be numbered accordingly, entered into the cash book accounts and filed in the *Receipts File*.
- 7.2 Cash or cheques awaiting banking should be placed in a designated and locked cash box, securely stored; the keys being held by the Administrator, Finance and Premises Manager, Director and Treasurer only.
- 7.3 Receipts will be issued for all cash receipts and upon request. Receipt books will be kept under lock and key at the office.
- 7.4 Cheques and cash should be banked regularly (at least fortnightly) and as soon as possible in the organisation's bank account and must not be banked in the account of an individual. All cheques and cash should be banked gross without deduction; cash receipts should not be introduced as petty cash.
- 7.5 Grant cheques received should only be banked after due consideration, by the Director, of the Terms and Conditions of Grant.
- 7.5 Cheques received from clients attending Training Workshops or other activities funded by the European Social Fund MUST NOT be banked and will be held as 'booking fees' and returned after confirmation from the Training Officer.

## 8. Procurement of Goods and Services

- 8.1 Orders and liabilities for goods or services should be made within set budgets and in accordance with the Authority List prior to any commitment being given to the supplier/contractor.
- 8.2 It is the responsibility of the authorised person to ensure the goods or services are genuinely required and that the price is known, including the rate of Value Added Tax and any other charges (e.g. delivery or handling costs) and whether any discounts apply (e.g. for bulk purchase or for charities).
- 8.3 To avoid unnecessary delays in reaching procurement decisions, sufficient time should be allowed for at the beginning in order to minimise the risk of procedures not being adhered to.
- 8.4 Wherever possible goods and services should be obtained through competition in order to ensure that the most suitable supplier is selected on terms that are likely to offer the best value for money. Competitive pricing may be a simple price comparison, the obtaining single or competitive quotes, or competitive tendering, dependant upon the value of the goods or services to be procured, that is:
- | Value            | Action Required  |
|------------------|--|
| Below £250       | Price comparison undertaken where practical. No quote required |
| £251 - £500      | Single oral quote required                                     |
| £501 - £1,000    | Three oral quotes required                                     |
| £1,001 - £10,000 | Three written quotes required                                  |
| Over £10,000     | Minimum of three formal competitive tenders invited            |
- 8.5 Where high levels of investment (usually over £1,000) are to be incurred and it is determined that goods and/or services are to be sourced externally, these will be acquired after consideration of competitive quotes, based on a clear specification of requirement,

unless there are good reasons to the contrary (e.g. where there is only a single source of supply). The quotation procedures may be waived with the approval of the Director.

- 8.6 Suppliers and providers who consistently meet the following relevant criteria will be given preferred supplier/provider status and used without the need to obtain competitive pricing (although a quote may still be required, where there is a variation to the goods and/or services to be procured, in order to ascertain the price prior to placing an order):
- offers value for money;
  - is competent in their field;
  - provides consistently reliable services;
  - understands the voluntary and community sector (in the case of trainers/consultants).
- 8.7 Where significant investment (usually over £10,000) is to be incurred and it is determined that services (e.g. research) are to be sourced externally, these will be acquired through competitive tendering unless there are good reasons to the contrary (e.g. where there is only a single source of supply). Tendering procedures may be waived with the approval of the Director and the Treasurer.
- 8.8 Competitive tendering procedures will require the:
- drawing up of a service specification;
  - identification of three or more potential providers;
  - preparation and issue of an invitation to tender;
  - identification of suitable criteria and a scoring scheme for the assessment of tenders;
  - receipt of tenders by, and the opening of tenders on, a pre-determined closing date;
  - assessment and short listing of tenders by a panel of at least three assessors (where practical);
  - interview and selection of a preferred tender from those short listed, by a panel of at least three assessors (where practical);
  - preparation and issue of a contract for services;
  - holding an inception meeting to brief the provider and agree any reserved matters;
  - contract management, including regular monitoring meetings.
- 8.9 The quality and quantity of goods and services supplied should be inspected to ensure that they correspond with orders placed and invoiced for. Invoices received should be checked against orders made.
- 8.10 Records of orders placed but not yet received will be kept and reviewed monthly and the appropriate follow-up action taken.

## **9. Asset Depreciation and Disposal**

- 9.1 Depreciation on IT equipment, office furniture and fittings is calculated so as to write off the cost of fixed assets over their expected useful lives, which is assumed to be four years (straight line). Only expenditure on fixed assets exceeding £500 per item is capitalised.
- 9.2 The disposal of assets must be authorised by the Finance and Premises Manager or the Director and must take account of the organisation's Sustainable Development Policy.
- 9.3 Assets that have exceeded their useful life, are unsafe and/or are damaged and uneconomical to repair should be disposed of safely and not be sold or given away.
- 9.4 Assets that are within or towards the end of their useful life or are surplus to requirements should be disposed of at a price that reflects the market rate, taking account of its condition and remaining useful life.

- 9.5 The availability of useful or surplus assets for disposal should be advertised to local voluntary and community sector organisations. If no offers are received the disposal cost may be reduced and further advertised where necessary. It is accepted that some assets may need to be disposed of at lower than the market rate or at no charge if prospective purchasers can not be identified.
- 9.6 Staff, volunteers and trustees who have a use for assets, due for disposal, to enable them to undertake work on behalf of the organisation at home may have assets at no cost provided any profit from the future sale of the asset is repaid to the organisation. The transfer of assets to staff, volunteers and trustees must be approved by the Director (or, in the case of the Director, by the Treasurer).
- 9.7 All computer equipment being disposed of outside of the organisation must have its hard drive cleared of all data and all software applications removed. Staff, volunteers and trustees who have computer equipment transferred to them for home use to undertake work on behalf of the organisation may retain software applications provided they undertake to remove these from the pc or laptop prior to any future disposal.

## **10. Expenditure and Payments Documentation**

- 10.1 All payments should be supported by appropriate documentation (usually an original invoice or receipt or, exceptionally, advance booking form, membership renewal or order form in cases where invoices are not issued).
- 10.2 Payments will only be made against original invoices (not statements or final demands).
- 10.3 All supporting documentation should be properly coded, authorised (see *Authority List*), numbered accordingly, entered into the cash book accounts and filed in the *Payments File*.

## **11. Sales and Receipts Documentation**

- 11.1 All charges for services will be invoiced at the end of each month with an original numbered Invoice and Remittance Advice being sent to the purchaser. A file copy of the invoice will be kept in the *Invoices Issued File*, which will contain a summary of all invoices issued.
- 11.2 When payment is received the file copy invoice will be marked with the date paid. The remittance advice will bear the date received and filed in the *Receipts File* once the payment has been banked and entered into the cash book accounts.
- 11.3 All monies received, including those made by bank transfer, should be supported by appropriate documentation (usually a remittance advice or other correspondence). All supporting documentation should be properly coded, authorised (see *Authority List*), numbered accordingly, entered into the cash book accounts and filed in the *Receipts File*.
- 11.4 All unpaid sales invoices (including invoices for user services) will be reviewed monthly and the appropriate follow-up action taken as necessary.

## **12. Payments by Cheques**

- 12.1 Wherever possible payments should be made by cheque to reduce the need for cash payments to minimum.

- 12.2 The Administrator, who is not the authorising officer, should normally undertake the preparation of payments; cheque stubs should be completed at the time the cheque is written out.
- 12.3 Cheque books will be kept under lock and key at the office and handed to the Treasurer as necessary.
- 12.4 The payee's name and amount will always be entered on the cheque before signature. Blank cheques must not be signed in advance.
- 12.5 No cheques will be signed without proper supporting documentation being inspected prior to signature.
- 12.6 Cheques must be signed by two signatories, neither of whom should be the payee or family related.

### **13. Payments by PayPal**

- 13.1 Voluntary and Community Action will operate a PayPal account in order to facilitate payments that need to be made electronically, for example when making certain purchases online.
- 13.2 A balance of up to £50 may be maintained in the PayPal account for regular usage. Larger amounts may need to be transferred to the account prior to the purchase of items in excess of £50; such transfers are only to be made to facilitate one-off purchases, following approval of the expenditure.
- 13.2 Where there is a need to make payments electronically, the Finance and Premises Manager may make arrangements for the payment to be made through the PayPal account following approval of the expenditure.
- 13.3 A record of the transaction must be printed off from the PayPal account at the time of making the transaction.

### **14. Petty Cash**

- 14.1 A cash float of £75 will be kept at the office in a designated and locked cash tin, securely stored; the keys being held by the Administrator, Finance and Premises Manager, and Treasurer only.
- 14.2 When the petty cash amount is nearly expended it will be replenished from the bank account (not from cash receipts) with a cheque drawn for the amount that brings the petty cash up to the agreed sum. The cheque will be supported by a complete set of payment and petty cash vouchers, totalling the required amount. A list of the note and coin denominations required will also be prepared and taken to the bank.
- 14.3 All payments in and out of the petty cash float must be dealt with by the Administrator who will be accountable for its reconciliation. In exceptional circumstances the Finance and Premises Manager or Director may deal with payments from the petty cash float. No other staff or trustees must handle petty cash payments (except as recipients).
- 14.4 If petty cash is taken out in order to make purchases for the office a petty cash voucher should be completed for, and at the time, the amount taken. Immediately after the purchase, the voucher should be amended accordingly and the receipt attached. No petty cash may be taken overnight. Petty cash should be properly accounted for at all times.

14.5 All payments in and out of the petty cash float must be entered in the *Petty Cash Summary* sheet and be supported by appropriate documentation (e.g. receipt) and a petty cash voucher duly authorised by a person other than the claimant before payment is made from the cash float. The claimant should sign the voucher for the receipt of the cash.

14.6 The Finance and Premises Manager and/or the Director will also undertake reconciliations of the petty cash float from time to time and when an Administrator leaves or is appointed to the post.

## **15. Postage**

15.1 Postage stamps will be purchased by the Administrator and kept in a separately designated cash box, accessible by all staff.

15.2 The purchase of postage stamps will usually be by Barclays Bank cheque made payable to *The Post Office* and limited in total to no more than £100.00 per week, in accordance with The Post Office authority. In exceptional circumstances postage stamps may be purchased through petty cash.

15.3 Bulk mail should use the Royal Mail Bulk Mail Service. Envelopes should be ink-stamped, the amount of mail recorded in the Posting Docket book and taken to The Post Office or a Royal Mail Sorting Office.

15.4 A Freepost licence will be taken out annually with Royal Mail. Freepost envelopes may be used for database update requests, membership renewals and marketing, user surveys and feedback forms and in other circumstances approved by the Director.

## **16. Salaries and Expenses**

16.1 Employees will receive a proper contract of employment and must complete the necessary paperwork as required by the HM Revenue & Customs and payroll services provider.

16.2 All appointments, changes to hours and salary levels, and departures will be authorised by the Director (or, in the case of the Director, by the Chairperson) provided such appointments are within the agreed staff establishment. Increases to hours and salary levels will require the approval of the Finance and General Purposes sub-Committee.

16.3 A payroll services provider is responsible for regularly paying employees, making payments to the Pension Scheme administrator and for sending the tax and National Insurance contributions to the HM Revenue & Customs.

16.4 Travel and other expenses may only be claimed if they have been necessarily incurred in the course of carrying out the charity's business. Claims must be supported by details of journeys undertaken, dates, evidence of actual costs incurred (e.g. receipts) and duly authorised. Further details are set out in a separate *Expenses Policy*.

16.5 Mileage rates will be set and reviewed annually by the Finance and General Purposes sub-Committee, which shall have regard to the relevant HM Revenue & Customs regulations and guidance.

## **17. Insurance**

17.1 Adequate insurance cover should be in place for buildings (if owned or required as part of a lease), contents, employers liability and professional indemnity.

- 17.2 All insurance policy sums insured should be reviewed annually at the time of renewal and at other times when appropriate (e.g. changes in assets).
- 17.3 A copy of the Employers Liability Insurance Certificate will be displayed in the office. A copy of the Public Liability Certificate will be displayed in the office and at any other premises owned or leased by the organisation.

## **18. Monitoring and Review**

- 18.1 This policy takes account of the Charity Commission's guidance on Internal Financial Controls for Charities and the Statement of Recommended Practice (SORP) for charity accounts.
- 18.2 The effectiveness of this policy, and its procedures, will be monitored and amended as and when necessary by the Director. Significant changes will require the approval of the Trustee Board. The policy will also be reviewed every three years as part of a continuing review of organisational policies.



# Voluntary and Community Action

## FINANCIAL ROLES AND RESPONSIBILITIES

### Trustees/Trustee Board

1. All trustees are responsible for maintaining sound financial management and control of the organisation's resources and should make sure they understand these responsibilities.
2. Exercise care when appointing or supervising anyone to manage the organisation's finances.
3. Ensure that the Treasurer, Trustees, Finance and General Purposes sub-Committee, Director and Administrator have levels of financial expertise relevant to the organisation and receive training as required.
4. Ensure that financial procedures and reporting comply with current legislation.
5. Ensure procedures are in place to reduce the risk of fraud or theft and ensure that, if these should occur, they are likely to be discovered and acted upon.
6. Ensure that they take appropriate action if a risk of insolvency (unable to meet the financial obligations when they are due) is identified.
7. Consider projected sources and levels of income and expenditure in line with the organisation's Strategic Plan.
8. Approve the Annual Budget and any revisions, ensuring overall expenditure can be met by the available funding.
9. Approve exceptional expenditure outside the approved budget.
10. Consider Financial Management Reports of income and expenditure performance against budget.
11. Approve the Annual Accounts and ensure they are legal and compliant.
12. Approve any Fund Raising Strategy and the submission of all funding applications, in line with the organisation's Strategic Plan.
13. Ensure that investments are maximised with least risk and meet accepted standards, in accordance with the governing document and the agreed Investment Policy.
14. Ensure that assets and income are used exclusively to pursue the charity's objects.
15. Review annually, in the first quarter, the level of the General Purposes Reserves and Designated Funds.
16. Review and approve the *Financial Controls Policy* and the *Authority List*.
17. Review, minute and approve changes to the bank mandates of authorised signatories.

18. Ensure that statutory documents (including the Annual Report and Accounts) are submitted to Companies House and the Charity Commission.
19. Act as a co-signatory on cheques and other documentation, in accordance with the *Financial Controls Policy* and the *Authority List*, if appropriate.

### **Treasurer**

1. Advise the Trustee Board on its financial duties and responsibilities, including the financial implications of the organisation's strategic plan.
2. Advise the Trustee Board and the Director on the development and implementation of financial, reserves and investment policies.
3. Advise the Trustee Board and the Director on issues and options relating to such matters as banking, borrowing powers, investments and tax.
4. Monitor and advise on the financial viability of, and any financial risks facing, the organisation.
5. Oversee and present budgets, accounts and financial statements to the Trustee Board.
6. Ensure that proper accounts and records are kept, ensuring financial resources are spent and invested in line with good governance, legal and regulatory requirements.
7. Ensure that the organisation has adequate financial controls and systems, that these are in place and adhered to, and for monitoring and reviewing these.
8. Attend the Finance and General Purposes sub-Committee.
9. Prepare, in conjunction with the Finance and Premises Manager and the Director, the Annual Accounts, ensuring they are compliant with the Companies Acts 1985, 1989 & 2006 and relevant Companies House guidance; with the Charities Act 1993 and relevant Charity Commission guidance (including SORP); and with funders' requirements.
10. Ensure, in conjunction with the Finance and Premises Manager and the Director, that the Annual Accounts are independently audited and that any problems or reservations arising from the audit are discussed and resolved with the Auditor.
11. Liaise, as appropriate, with the Director, Finance and Premises Manager and the Administrator on the financial activities of the organisation.
12. Authorise the Annual Report and Accounts, bank mandates, correspondence and other documents requiring the Treasurer's signature.
13. Authorise expenditure and signing cheques in accordance with the *Financial Controls Policy* and the *Authority List*.
14. Make regular checks to ensure that records are being accurately maintained, that payments and receipts can be traced and verified through the accounting system, and that there are no discrepancies.

## Finance and General Purposes sub-Committee

1. All members of the Finance and General Purposes sub-Committee to keep minutes of their meetings, the Financial Controls Policy, other relevant policies, the Authority List, annual budgets and financial management reports.
2. Oversee all financial aspects of the organisation so as to ensure its short and long term viability and to report to the Trustee Board accordingly.
3. Determine the financial implications of the organisation's services, activities and facilities in a way that helps to achieve the organisation's charitable and strategic objectives.
4. Scrutinise and agree draft budgets, and present (in the absence of a Treasurer) the annual budget to the Trustee Board for approval.
5. Ensure adequate accounting, financial management and control, authority and auditing procedures are in place and that appropriate financial and other records are kept, and meet any legal and regulatory requirements.
6. Receive regular financial management reports in order to monitor the organisation's income and expenditure against the approved budget and to report on these; along with any financial implications, risks and actions required; to the Trustee Board.
7. Determine, consider and recommend for approval by the Trustee Board all financial policies and procedures, after consultation with the organisation's Director and staff.
8. Oversee the operation and, where appropriate, the investment performance of all bank and investment accounts and any loans, mortgages or overdrafts.
9. Ensure that the organisation's financial resources are sufficient to meet its current and future needs and advise the Trustee Board and the Director on the organisation's long term financial planning, including investment and reserves policies, any fundraising strategy and grant applications.
10. Consider and advise the Trustee Board and the Director on major items of capital expenditure.
11. Ensure that appropriate arrangements are in place for the payment of staff salaries and expenses; and approve the annual cost of living increases to staff salaries (or make an alternative recommendation to the Trustee Board).
12. Ensure appropriate insurance requirements are met.
13. Approve expenditure in accordance with the *Authority List*.
14. Ensure compliance with any legal or regulatory requirements set out in the Companies Acts 1985, 1989 & 2006 and relevant Companies House guidance; and in the Charities Act 1993 and relevant Charity Commission guidance (including SORP).
15. Ensure that funding received for specific purposes is separately accounted for and is compliant with funders' requirements on the monitoring and reporting of grant-aided projects, including the presentation of accounts in the Annual Accounts.
16. Ensure completion and audit of, and recommend to the Trustee Board for approval, the Annual Accounts.

17. Consider, act on and regularly review the quality of advice provided by professional financial advisers.
18. Consider and recommend to the Trustee Board the appointment of an Auditor.
19. Review and recommend to the Trustee Board changes to the bank mandates of authorised signatories.
20. Advise the Trustee Board on financial implications of employment or other contracts.
21. Authorise the transfer of expenditure greater than 15% between budget headings.
22. Review and amend the *Pricing Policy* annually.
23. Set mileage allowances in line with HM Revenue & Customs recommended rates annually.
24. Review the level of the General Purpose Reserves and the Designated Funds annually in the first financial quarter.

### **Director**

1. Monitor the financial control procedures.
2. Ensure appropriate pricing of goods and services, in keeping with the *Pricing Policy*.
3. Authorise the banking of all grant cheques.
4. Authorise invoices and expense claims (other than own) due for payment in accordance with the *Authority List*.
5. Consider and approve transfers in expenditure by up to 15% within the agreed consolidated budget and recommend, to the Finance and General Purposes sub-Committee, any transfers in expenditure over 15%.
6. Ensure any risk of insolvency is reported to the Finance and General Purposes sub-Committee.
7. Prepare, in conjunction with the Finance and Premises Manager, the annual budget and present it to the Finance and General Purposes sub-Committee.
8. Advise the Finance and General Purposes sub-Committee and the Trustee Board on the financial implications of proposals made to the trustees.
9. Develop and implement (with Trustees) a sustainable Fund Raising Strategy.
10. Prepare, develop and submit funding applications in keeping with the Strategic Plan, the Fund Raising Strategy and in consultation with the Chairperson.
11. Liaise with and report to funders, ensuring all grant claims are made on time and that expenditure is properly accounted for.
12. Ensure, in conjunction with the Finance and Premises Manager and the Treasurer, that the Annual Accounts are prepared and are compliant with the Companies Acts 1985, 1989 & 2006 and relevant Companies House guidance; with the Charities Act 1993 and relevant Charity Commission guidance (including SORP); and with funders' requirements.

13. Ensure, in conjunction with the Finance and Premises Manager and the Treasurer, that the Annual Accounts are independently audited and that any problems or reservations arising from the audit are discussed and resolved with the Auditor.
14. Prepare and submit annual returns (including Annual report and Accounts), as required by Companies House and the Charity Commission.
15. Authorise all appointments, departures and changes in hours and salary levels to the payroll services provider (other than own).

### **Finance and Premises Manager**

1. Implement the financial control procedures.
2. Ensure appropriate pricing of goods and services, in keeping with the *Pricing Policy*.
3. Ensure all income due is received.
4. Authorise invoices and expense claims (other than own) due for payment in accordance with the *Authority List*.
5. Recommend to the Director and, once approved, implement transfers in expenditure by up to 15% within the agreed consolidated budget.
6. Ensure the financial obligations of the organisation are met in accordance with the agreed budget.
7. Approve monthly bank statement reconciliations.
8. Reconcile monthly and end of year payroll statements and assign expenditure to the relevant funds/cash book expense accounts.
9. Monitor all financial transactions to ensure they are correctly accounted for in the cash book.
10. Ensure that there are adequate funds in the cheque accounts to cover un-cleared cheques and payments due.
11. Ensure any risk of insolvency is reported to the Director.
12. Prepare and present quarterly Financial Management Reports to the Director and the Finance and General Purposes sub-Committee.
13. Assist the Director to prepare and present the annual budget to the Finance and General Purposes sub-Committee.
14. Ensure that all financial information is accurate and presented in such a way that it facilitates good governance and management.
15. Liaise with funders to ensure that all grant claims are made on time and that expenditure is properly accounted for.
16. Prepare, in conjunction with the Director and the Treasurer, the Annual Accounts, ensuring they are compliant with the Companies Acts 1985, 1989 & 2006 and relevant Companies House guidance; with the Charities Act 1993 and relevant Charity Commission guidance (including SORP); and with funders' requirements.

17. Liaise with the Auditor and ensure that the Annual Accounts are independently audited and that any problems or reservations arising from the audit are discussed and resolved with the Auditor, the Director and the Treasurer.
18. Maintain communication with the organisation's banks, ensure that bank statements are regularly received and that bank mandates are completed and up-to-date.
19. Prepare, review and update the Financial Procedures Manual.
20. Ensure adequate inventory records of furniture, equipment and stock are kept for insurance purposes.
21. Arrange and authorise the transfer of funds between the cheque accounts and the high interest accounts (so as to optimise interest earned and/or cover un-cleared cheques and payments due).
22. In the event of cash flow problems to decide payment priorities, pursue any money owed to the organisation, negotiate for late payment if necessary and report such matters to the Director and the Treasurer.
23. Liaise with the Payroll Services provider on salaries, pensions, travel expenses and sickness absence.
24. Produce information for funding applications and financial reports.

#### **Administrator**

1. Maintain accurate and up to date manual and computerised financial records of all payments and receipts.
2. Record and bank all cash and cheques received as soon as possible; grant cheques must be authorised prior to banking.
3. Produce, issue, record and monitor all sales and user services invoices.
4. Prepare cheques and arrange payment of all authorised purchase invoices, expense claims and sundry cheque requests.
5. Administer purchase order records for all purchases (including stationery, publications and equipment).
6. Administer requests for petty cash and periodic reconciliations.
7. Administer the purchase of postage stamps for office use.
8. Undertake regular bank statement reconciliations.

## AUTHORITY LIST

Description	Value	Purchase Order and/or Invoice Authority	Cheque or Document Signatures
<b>Income</b>			
Grant Applications in support of Strategic Plan delivery	Up to £80,000	Director	Director (and/or Chairperson or Treasurer if required)
	£80,000 - £500,000	Director in consultation with Chairperson	Director (and/or Chairperson or Treasurer if required)
	Over £500,000	Director in consultation with the Trustee Board	Director (and/or Chairperson or Treasurer if required)
Grant Applications outside of Strategic Plan delivery	Up to £20,000	Director with approval of Chairperson	Director (and/or Chairperson or Treasurer if required)
	Over £20,000	Director with approval of Trustee Board	Director (and/or Chairperson or Treasurer if required)
Grant Offer letters (including Terms and Conditions of Grant)	Up to £80,000	Director	Director (and/or Chairperson or Treasurer if required)
	Over £80,000	Director with report to Trustee Board	Director (and/or Chairperson or Treasurer if required)
Grant Cheques PRIOR TO BANKING	Any Amount	Director	-
Grant Payment by BACS	Any Amount	Director	-
Funders Reports and Claims	Any Amount	Director	Director (and/or Chairperson or Treasurer if required)
Membership Applications	In accordance with Pricing Policy	Information Officer if accepted Director and Trustee Board if NOT accepted	Membership Fee - Administrator Acceptance Letter - Information Officer

Description	Value	Purchase Order and/or Invoice Authority	Cheque or Document Signatures
Membership Renewals	In accordance with Pricing Policy	Information Officer	Membership Fee - Administrator Database - Information Officer
Service Fees and Charges – Mailings	In accordance with Pricing Policy	Information Officer	Finance and Premises Manager
Service Fees and Charges – Bespoke Training Fees		Training Officer	Finance and Premises Manager
Service Fees and Charges – Workshop Fees		Training Coordinator/Officer	Finance and Premises Manager
Service Fees and Charges – Internal Catering Charges and Workshop Fees		Finance and Premises Manager on advice of Training Coordinator	Finance and Premises Manager
Service Fees and Charges – Publications Sales		Information Officer	Finance and Premises Manager
Service Fees and Charges – Photocopying Charges		Administrator	Finance and Premises Manager
Management Fees	Any Amount	Finance and Premises Manager and Director	Finance and Premises Manager
<b>Employment</b>			
Staff Establishment amendments and additions	To enable delivery of Strategic Plan.	Finance and General Purposes sub-Committee	-
	Additional to Strategic Plan	Trustee Board	-
Terms and Conditions of Employment	-	Finance and General Purposes sub-Committee	-
Issue of Employment Contracts for all staff listed in the Staff Establishment, in accordance with agreed Terms and Conditions of Employment	Director	Chairperson	Chairperson
	All other staff	Director	Director

Description	Value	Purchase Order and/or Invoice Authority	Cheque or Document Signatures
Salaries – Determination of salary level in accordance with Pay Policy	Director	Recommendation from Finance and General Purposes sub-Committee for approval by Trustee Board	Chairperson
	All other staff	Recommendation from Director for approval by Finance and General Purposes sub-Committee (or Chairperson)	Director
Salaries – Determination of salary cost of living increases in accordance with Pay Policy	Director	Finance and General Purposes sub-Committee	Chairperson
	All other staff	Finance and General Purposes sub-Committee	Director
Salaries, Employers National Insurance and Pension contributions for all staff posts listed in the agreed Staff Establishment	£30,000	Finance and Premises Manager	Finance and Premises Manager and Director
Sickness and Maternity Benefits in accordance with Pay Policy	£3,000	Finance and Premises Manager	Finance and Premises Manager and Director
Payroll Service Charges	£50	Finance and Premises Manager	Finance and Premises Manager and Director
Recruitment Advertising for any vacant post listed in the Staff Establishment	Up to £1,000	Director	Finance and Premises Manager and Director
	Over £1,000	Director in consultation with Chairperson Finance and General Purposes sub-Committee	Director and 1 Trustee
Interviewee Travel Expenses in accordance with Expenses Policy	£50	Finance and Premises Manager	Finance and Premises Manager and Director

Description	Value	Purchase Order and/or Invoice Authority	Cheque or Document Signatures
Recruitment of Temporary Staff	Up to £100	Director	Finance and Premises Manager and Director
	Over £100	Finance and General Purposes sub-Committee	Director and 1 Trustee
Salary Payments and Agency Charges for Temporary Staff included in the Staff Establishment	£1,000	Director	Director and 1 Trustee
Caring Expenses in accordance with Expenses Policy	£50	Director	Director and 1 Trustee
<b>Professional Development</b>			
Staff Development conferences, seminars, networking events and workshops	Up to £350 per delegate	Director	Director and 1 Trustee
	Over £350 per delegate	Director (or Treasurer in case of Director as delegate)	2 Trustees
Trustee Development conferences, seminars, networking events and workshops	Up to £250 per delegate	Director	Director and 1 Trustee
	Over £250 per delegate	Chairperson (or Treasurer in case of Chairperson as delegate)	2 Trustees
Volunteer Development conferences, seminars, networking events and workshops	Up to £150 per delegate	Director	Director and 1 Trustee
	Over £150 per delegate	Director	2 Trustees
Staff, Trustee and Volunteer accredited training	Unlimited	Finance and General Purposes sub-Committee	Director

Description	Value	Purchase Order and/or Invoice Authority	Cheque or Document Signatures
<b>Travel</b>			
Staff Travel in accordance with Expenses Policy	Director - Unlimited	Chairperson or Treasurer	Paid through Payroll otherwise Finance and Premises Manager and one trustee
	All other staff - Unlimited	Director	Paid through Payroll otherwise Finance and Premises Manager and Director
Trustee Travel in accordance with Expenses Policy	Unlimited	Finance and Premises Manager	Director and Finance and Premises Manager
Volunteer Travel in accordance with Expenses Policy	Up to £20	Finance and Premises Manager	Paid through Petty Cash otherwise Finance and Premises Manager and Director
	Over £20	Finance and Premises Manager	Finance and Premises Manager and Director
Participant or Partner Travel in accordance with Expenses Policy	Up to £50	Director	Director and 1 Trustee
	Over £50	Director	2 Trustees
<b>Premises</b>			
Taking out and/or agreeing leases for premises used by VCASB	-	Trustee Board following a recommendation from the Finance and General Purposes sub-Committee	Director
Quarterly rental for agreed leases	£3,500	Finance and Premises Manager	Finance and Premises Manager and Director
Quarterly service charges for agreed leases	£1,000	Finance and Premises Manager	Finance and Premises Manager and Director

Description	Value	Purchase Order and/or Invoice Authority	Cheque or Document Signatures
Fire Insurance for agreed leases	£400	Finance and Premises Manager	Finance and Premises Manager and Director
Storage Charges	£150	Finance and Premises Manager	Finance and Premises Manager and Director
Premises repairs and maintenance charges	Up to £500	Finance and Premises Manager	Finance and Premises Manager and Director
	Over £500	Director	Director and 1 Trustee
<b>Equipment</b>			
Furniture (Capital Expense) purchased in accordance with Procurement Policy.	Up to £500	Finance and Premises Manager	Finance and Premises Manager and Director
	£501 - £1,000	Director	Director and 1 Trustee
	Over £1,000	Finance and General Purposes sub-Committee	2 Trustees
ICT and Telephone Equipment (Capital Expense) purchased in accordance with Procurement Policy.	Up to £500	Finance and Premises Manager	Finance and Premises Manager and Director
	£501 - £1,000	Director	Director and 1 Trustee
	Over £1,000	Finance and General Purposes sub-Committee	2 Trustees
Equipment purchased in accordance with Procurement Policy.	Up to £300	Finance and Premises Manager	Finance and Premises Manager and Director
	£301 - £800	Director	Director and 1 Trustee
	Over £800	Chairperson or Treasurer	2 Trustees
ICT Maintenance Contract	£2,000	Director	Director and 1 Trustee

Description	Value	Purchase Order and/or Invoice Authority	Cheque or Document Signatures
ICT maintenance and installation additional to contract	Up to £300	Finance and Premises Manager	Finance and Premises Manager and Director
	£301 - £800	Director	Director and 1 Trustee
	Over £800	Chairperson or Treasurer	2 Trustees
ICT Software purchased in accordance with Procurement Policy.	Up to £300	Finance and Premises Manager	Director and 1 Trustee
	Over £300	Chairperson or Treasurer	2 Trustees
Equipment Repairs and Maintenance	Up to £300	Finance and Premises Manager	Director and 1 Trustee
	Over £300	Chairperson or Treasurer	2 Trustees
<b>Operating Costs</b>			
Professional Fees – Auditor's annual fee	Any value	Treasurer	2 Trustees
Professional Fees – Trainers (including contracts)	Up to £450	Training Coordinator	Director and 1 Trustee
	Over £450	Director	2 Trustees
Professional Fees – Other (including contracts)	Up to £500	Director	Director and 1 Trustee
	Over £500	Director	2 Trustees
Insurance – Contents and Employer Liability	Up to £500	Finance and Premises Manager	Director and 1 Trustee
	Over £500	Director	2 Trustees
Insurance – Professional Indemnity	Up to £500	Director	Director and 1 Trustee
	Over £500	Director	2 Trustees
Insurance – Trustee Indemnity	Any value	Trustee Board	2 Trustees
Affiliation Fees	Up to £300	Director	Director and 1 Trustee
	Over £300	Director	2 Trustees

Description	Value	Purchase Order and/or Invoice Authority	Cheque or Document Signatures
Catering – for workshops, networking events etc	Up to £130	Training Coordinator	Director and 1 Trustee
	Over £130	Director	2 Trustees
Catering Supplies for office and meetings	Up to £50	Administrator	[Petty Cash]
	Over £50	Finance and Premises Manager	Finance and Premises Manager and Director
Room Hire – for workshops, networking events etc	Up to £80	Training Coordinator	Director and 1 Trustee
	Over £80	Director	Director and 1 Trustee
Telephone and Internet Charges	Up to £250	Finance and Premises Manager	Finance and Premises Manager and Director
	Over £250	Director	Director and 1 Trustee
Postage – stamps bought at Post Office	£100	Finance and Premises Manager	Finance and Premises Manager and Director
Postage – special delivery charges at Post Office	£20	Administrator	Petty Cash
Postage – Royal Mail charges for mail received	£5	Administrator	Petty Cash
Postage – Royal Mail charges for mail delivered	Up to £500	Finance and Premises Manager	Finance and Premises Manager and Director
	Over £500	Director	Director and 1 Trustee
Postage – Royal Mail Annual Fee for Freepost mail	£100	Finance and Premises Manager	Finance and Premises Manager and Director
Photocopying charges	Up to £2,500	Finance and Premises Manager	Finance and Premises Manager and Director
	Over £2,500	Director	Director and 1 Trustee

Description	Value	Purchase Order and/or Invoice Authority	Cheque or Document Signatures
Stationery	Up to £100	Administrator	Finance and Premises Manager and Director
	£101 - £500	Finance and Premises Manager	Finance and Premises Manager and Director
	Over £500	Director	Director and 1 Trustee
Journals and Publications	Up to £75	Information Officer	Finance and Premises Manager and Director
	Over £75	Director	Director and 1 Trustee
Marketing and Communications – <i>Action!</i> Newsletter	£300	Information Officer	Finance and Premises Manager and Director
Marketing and Communications – other printed materials (e.g. leaflets, posters, flyers, booklets etc)	Up to £2,500	Director	Director and 1 Trustee
	Over £2,500	Director	2 Trustees
Marketing and Communications – volunteering community engagement events	Up to £50	Volunteering Officer	Director and 1 Trustee
	Over £50	Director	Director and 1 Trustee
Marketing and Communications – Display material	Up to £50	Volunteering Officer/Information Officer	Director and 1 Trustee
	Over £50	Director	Director and 1 Trustee
Training Materials – Learner packs for agreed courses	Up to £100	Training Coordinator	Director and 1 Trustee
	Over £100	Director	Director and 1 Trustee
Training Materials – First Aid consumables for agreed courses	Up to £100	Training Coordinator	Director and 1 Trustee
	Over £100	Director	Director and 1 Trustee
Training Materials – First Aid certification for agreed courses	Up to £120	Training Coordinator	Director and 1 Trustee
	Over £120	Director	Director and 1 Trustee

Description	Value	Purchase Order and/or Invoice Authority	Cheque or Document Signatures
Training Materials – Trainer Resource Packs	Up to £50	Information & Training Officers	Director and 1 Trustee
	Over £50	Director	Director and 1 Trustee
<b>Miscellaneous</b>			
Payments to Partner Organisations	Any value	Director	Director and 1 Trustee
Bank Account Transfers – Paypal	Up to £50	Finance and Premises Manager	Finance and Premises Manager and Director
	Over £50	Director	
Bank Account Transfers – Petty Cash	£75	Finance and Premises Manager	Finance and Premises Manager and Director
Bank Account Transfers – Barclays Bank Account	Up to £500	Finance and Premises Manager	Finance and Premises Manager and Director
	Over £500	Director	Director and Treasurer
Bank Account Transfers – CAF Bank Accounts	Up to £50,000	Finance and Premises Manager	Finance and Premises Manager and Director
	Over £50,000	Director	Director and Treasurer
Bank Account Transfers – Cater Allen Bank Account	Up to £5,000	Finance and Premises Manager	Finance and Premises Manager and Director
	Over £5,000	Director	Director and Treasurer
Transfers in Expenditure within consolidated budget	Up to 15%	Director	Director
	Over 15%	Finance and General Purposes sub-Committee	Director

Description	Value	Purchase Order and/or Invoice Authority	Cheque or Document Signatures
Amendments to the Authority List (within remit of Finance and General Purposes sub-Committee)	Any value	Finance and General Purposes sub-Committee	Director
Amendments to the Authority List (outside remit of Finance and General Purposes sub-Committee)	Any value	Trustee Board following a recommendation from the Finance and General Purposes sub-Committee	Director

## NOTES

- In the event of a designated authority being indisposed or unavailable (e.g. more than ten working days) the authority level will be escalated upwards, as follows:
  - Finance and Premises Manager escalated up to Director
  - Director escalated up to Chairperson
  - Chairperson escalated up to Treasurer and one Trustee
  - One Trustee escalated up to two Trustees