



Modernisation Programme

**Guidance on planning and monitoring
your grant**

MOD/G/01

You can also find all relevant documents at:
www.capacitybuilders.org.uk/monitoring

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1. Introduction

Capacitybuilders, using public funds, supports the overall outcome of the ChangeUp framework, which is that by 2014 the needs of frontline third sector organisations will be met by support which is:

- available nationwide
- structured for maximum efficiency
- offering excellent provision which is accessible to all while reflecting and promoting diversity
- sustainably funded

Individual funding streams or programmes and the grants awarded within them have been designed to fund specific priorities that will help achieve this overarching outcome.

Having effective systems in place for monitoring progress in achieving outcomes is critical for both grant recipients and funders as it contributes to the evidence base for what works and why. Our new monitoring procedures are designed to support Capacitybuilders' aim to focus on outcomes rather than activities and to be proportionate in our administrative demands on grant holders.

At the beginning of the grant we require you to complete a Workplan (Appendix A - MOD/W/01) that reconfirms the outcomes you expect to achieve with the funding, how they might be measured and some of the possible risks to you being able to achieve the outcomes. It is likely that you will already have most of this information as it will have formed part of the development of your application. You are also likely to have begun delivery of some aspects of the work. We will require you to provide a Monitoring Report (Appendix B - MOD/M/01) to us **every six months** to tell us about progress towards meeting your outcomes.

This guidance explains our expectations from you, in relation to:

- submitting a Workplan (MOD/W/01)
- forecasting and reporting on your expenditure using the Expenditure Summary (MOD/E/01)
- monitoring the progress of your work using the Monitoring Report template (MOD/M/01)

As a grant recipient of the Modernisation Programme you will be required to complete the following reports throughout the life of your grant:

- MOD/W/01 Workplan (Appendix A) *by September 30th 2008*
- MOD/M/01 Monitoring Report (Appendix B) *every six months from April 2009*
- MOD/E/01 Expenditure Summary (Appendix C) *every three months from October 2008*

These documents are available to download from our website:

www.capacitybuilders.org.uk/monitoring

2. The Workplan

The Modernisation Programme outcomes are:

Modernised third sector support services delivered locally and regionally by 2011, achieving demonstrable gains in efficiency, effectiveness and sustainability.

Specifically:

- a) Greater efficiency among sector support providers through organisational changes, including enhanced collaboration, alliances or mergers
- b) Achievement of recognised common quality standards, benchmarking and performance improvement across support providers
- c) Strong user-focus in the way sector support services are planned, delivered and evaluated, by enhancing the way diverse frontline organisations are engaged in sector support services
- d) Joint initiatives and effective partnership with specialist sector support agencies, including those working in and with marginalised communities and sectors less well connected to the broader third sector (such as social enterprise, sports, arts)
- e) Supporting enterprising approaches among support providers (including reducing dependency on grant funding), and transition of more traditional funding advice to encompass broader sector needs in relation to procurement, commissioning and trading
- f) Ensuring consistent and reliable sector support at community and neighbourhood level, developing appropriate linkages and referral for smaller organisations, and effective working between services operating at different levels
- g) Developing leadership and more effective, influential and accountable mechanisms for sector influence on local governance, policy and decision making

In the Workplan (MOD/W/01), we ask you to tell us about your intended project outcomes, indicators, milestones and risks. The key questions that underpin our approach are:

- Outcome: what change are you hoping to bring about with this funding?
- Indicator: how will you know that the change has happened?
- Milestone: where do you expect to be and by when in reaching your outcome?
- Risk: what are the main risks to you achieving the outcome?

Outcomes

In your application you were asked to identify which of the above programme priorities your project would support and the outcomes you aim to achieve. These may have been discussed with you during the assessment process. In your Workplan (MOD/W/01) please reconfirm the programme priorities you are supporting and the specific (i.e. **project**) outcomes you aim to achieve with your grant ensuring that you clearly explain the change you wish to bring about.

Indicators

Please consider what indicators will tell you whether you have achieved the intended outcome. For example, if a project outcome is to improve the understanding of local public service commissioning, the indicator might be the number of frontline organisations stating their increased confidence in this area by a particular date. Indicators should be measurable whenever possible. It is important, where possible, that you provide some indication of baseline information at the beginning of your project to help you provide evidence of what has changed over the life of the grant.

Milestones

We expect you to have a detailed delivery plan, but we do not require you to submit this to us. We do however wish to know about key milestones that will indicate progress over time towards your outcome. These should be triggers that help you to consider if you are on track to achieve the outcome, or if there are things that you need to do differently to help you get there. As a general guide, between 2- 4 milestones will usually be sufficient for each outcome.

Risks

We would like you to consider the main risks to you achieving your outcomes and how you might address them. This exercise is useful in ensuring that you have planned realistically to minimise the things that could adversely affect your ability to deliver the outcomes. For example, if a key risk is the lack of capacity of frontline organisations to participate in training, the delivery plan should include a task to identify the particular barriers to participation and ways of addressing them (e.g. location, frequency and timing of training events).

There is an illustrative example of this approach in the sample Workplan (MOD/W/01) at Appendix A.

3. The initial financial forecast and ongoing financial reporting

Within the Workplan (MOD/W/01) we require you to complete a financial forecast estimating the expenditure pattern during the life of the grant.

We will also ask you to provide us with a **quarterly** Expenditure Summary (MOD/E/01 - see example in Appendix C) from October 2008.

4. Paying your grant

HM Treasury rules stipulate that Capacitybuilders funding must be accounted for within the financial year (April 1st – March 31st). Your grant will usually be paid in quarterly instalments subject to you meeting the terms and conditions of your grant.

Your offer letter set out details about claiming your initial payment.

Payment in the third quarter of 2008 will follow the submission of your Workplan (MOD/W/01). Your first Expenditure Summary report (MOD/E/01), covering spend to 30th September, should be submitted by 31st October.

To release the final payment of your grant for Year One (2008/9) we will require you to submit an Expenditure Summary report (MOD/E/01) covering the period October to December 2008, confirming whether you are on track to spend the Year One grant allocation.

For subsequent quarters, we will usually issue grant payments in advance, and automatically, based on the information you provide in your regular expenditure summaries. We will review progress throughout the course of the grant and may contact you at any point for additional information or clarification prior to issuing a quarterly payment.

At the end of the grant, you will be asked to deliver a final report on the delivery of your outcomes and expenditure over the lifetime of the grant.

It is very important that you complete all documentation fully and on time. Failure to do so may result in delays to your grant payments or a reduction in the overall amount of your grant.

Table A -overleaf- summarises the key documents you are required to submit in each quarter.

5. Monitoring your grant

Your **six-monthly** Monitoring Report (MOD/M/01) will focus on the outcomes your grant aims to achieve and should tell us about your progress towards meeting them. If you are not on track, we will ask you to tell us what the issues are and what you are doing to tackle them. The approach is intended to be a useful review exercise for you, without being unduly burdensome. Please be as honest as possible – if you are not making as much progress as you anticipated, it is helpful to reflect on the reasons, as this contributes to the overall learning about what interventions work and why. The key questions are:

- Are we going in the right direction towards achieving the outcomes?
- Are we where we want to be at this point?
- Do we need to do things differently (e.g. more / fewer / different activities)?

Verification visits

As part of our monitoring process, we identify a number of grant recipients each year to receive a verification visit, to discuss the grant in more depth. These visits will be scheduled in advance and at a time when all key members of staff will be available.

Grant conditions

In your offer letter, we may have set out a number of special conditions applicable to your grant. As part of our monitoring process we may ask to see evidence of compliance with these conditions at any time during the grant period, either as part of a verification visit, or as a spot check. We will also ask you to report on them in your end of grant report.

An example of the Monitoring Report (MOD/M/01) template is provided in Appendix B.

Appendix A: The Workplan (MOD/W/01)

Your Workplan: This is an example of the Workplan we would like you to submit to us
A blank template is provided separately, and is available to download from
www.capacitybuilders.org.uk/monitoring

Programme	Modernisation
Organisation name	
Project name	
URN	
Contact name	
Position	
Date completed	

Programme Outcomes	<p>Modernised third sector support services delivered locally and regionally by 2011, achieving demonstrable gains in efficiency, effectiveness and sustainability. Specifically:</p> <ul style="list-style-type: none"> a) Greater efficiency among sector support providers through organisational changes, including enhanced collaboration, alliances or mergers b) Achievement of recognised common quality standards, benchmarking and performance improvement across support providers c) Strong user-focus in the way sector support services are planned, delivered and evaluated, by enhancing the way diverse frontline organisations are engaged in sector support services d) Joint initiatives and effective partnership with specialist sector support agencies, including those working in and with marginalised communities and sectors less well connected to the broader third sector (such as social enterprise, sports, arts) e) Supporting enterprising approaches among support providers (including reducing dependency on grant funding), and transition of more traditional funding advice to encompass broader sector needs in relation to procurement, commissioning and trading f) Ensuring consistent and reliable sector support at community and neighbourhood level, developing appropriate linkages and referral for smaller organisations, and effective working between services operating at different levels g) Developing leadership and more effective, influential and accountable mechanisms for sector influence on local governance, policy and decision making
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Part one: Outcomes

Programme Priorities: Which of the programme priorities (listed above) does your project support? You provided this information in your application.

Project Outcome 1 (what is the change you wish to bring about?). You provided this information in your application.

Indicators (what will tell you that the change has happened?) Please make these measurable if possible.

Milestones that will indicate progress towards the project outcome (with dates where possible). You may have provided this information with your application, but you may wish to update / modify it.

Risks to achieving this outcome and how you will address them

Copy and paste the table for more outcomes as required.

Part two: Financial forecast

HM Treasury rules stipulate that Capacitybuilders' grant awards must be aligned to each financial year (April 1st – March 31st) over the period of your grant. Unspent funds cannot be carried over into the following financial year.

This has two significant implications:

- funding allocated for 2008/09 is available for expenditure only up to the end of March 2009
- the timescales for expenditure of funding for Years Two and Three are April 2009 to March 2010 and April 2010 to March 2011 respectively.

Your offer letter will have set out a grant amount for each year of your award. As the timescale for spending in Year 1 is shorter than twelve months, we would encourage you to consider how best to maximise the benefits of this funding.

In the table overleaf, please provide a forecast setting out your estimated pattern of expenditure of your grant reflecting the requirements outlined above. Please estimate your Year One expenditure for the three periods indicated (to end of September 2008; October-December 2008; January – March 2009)

Financial Forecast for Grant							
Expenditure Headings	Year 1 to March 2009				Year 2 April 2009 – March 2010	Year 3 April 2010 – March 2011	Total Forecasted Expenditure for grant (c+d+e+f+g)
	To 30 th Sept 2008 (c)	Q3 Oct- Dec 2008 (d)	Q4 Jan- Mar 2009 (e)	Total for Year 1 (c+d+e)	Total (f)	Total (g)	
Project delivery activity							
Communication & marketing							
Commissioned work							
Staffing & associated costs							
Total Project Specific (a)							
Management Costs							
Office/premises costs							
Total Administration (b)							
Total predicted grant expenditure (a + b)							
Offer from Capacitybuilders (h)							
Any predicted underspend against grant offer (a+b-h)							

Notes:

- The annual profile should not exceed the grant amount for each year as stated in your offer letter.
- Please use this forecast to profile grant funding from Capacitybuilders only.

Illustrative example of a completed Workplan:

Programme priority

e) Supporting enterprising approaches among support providers (including reducing dependency on grant funding), and transition of more traditional funding advice to encompass broader sector needs in relation to procurement, commissioning and trading

Project Outcome 1 (what is the change you wish to bring about?)

Local voluntary organisations will have a greater understanding of income generation and public service delivery, the application of full cost recovery, how to monitor and control costs, how to apply unit and marginal costing (to enable groups to deliver individual, personalised services) and how to submit tenders

Indicators (what will tell you that the change has happened?)

100 organisations state that they have greater understanding of income generation etc by the end of the grant period

Milestones that will indicate progress towards meeting the project outcome

- Design training materials, toolkits, etc and gather signposting information (Oct 2008)
- Begin delivering training programme, co-ordinating the service with other projects: funding advice, collaborative working, support on public service delivery (Jan 2009)
- 50 organisations participate in activities (by Jan 2010)
- Monitor the effectiveness of the service (ongoing with annual review)

Risks to achieving this outcome and how you will address them

- Low uptake – address through marketing, ensuring development officers aware of support available
- Lack of skilled support staff – ensure dedicated time allocated to project from existing staff members

Copy and paste the tables for more outcomes as required

Illustrative example of a completed Workplan (continued....)

Part two: Financial forecast

Financial Forecast for Grant							
Expenditure Headings	Year 1 to March 2009				Year 2 April 2009 – March 2010	Year 3 April 2010 – March 2011	Total Forecasted Expenditure for grant (c+d+e+f+g)
	To 30 th Sept 2008 (c)	Q3 Oct- Dec 2008 (d)	Q4 Jan- Mar 2009 (e)	Total for Year 1 (c+d+e)	Total (f)	Total (g)	
Project delivery activity	4000	3500	3500	11000	12000	12000	35000
Communication & marketing	1225	1225	1050	3500	3000	2000	8500
Commissioned work	1000	500	500	2000	2000	2000	6000
Staffing & associated costs	5000	10000	5000	20000	21000	22000	63000
Total Project Specific (a)	11225	15225	10050	36500	38000	38000	112500
Management Costs	1000	1500	1500	4000	5000	5000	14000
Office/premises costs	5000	2500	2500	10000	2000	2000	14000
Total Administration (b)	6000	4000	4000	14000	7000	7000	28000
Total predicted grant expenditure (a + b)	17225	19225	14050	50500	45000	45000	140500
Offer from Capacitybuilders (h)				54000	45000	45000	144000
Any predicted underspend against grant offer (a+b-h)				3500	0	0	3500

Appendix B: The Monitoring Report (MOD/M/01)

MONITORING REPORT:

This is an example of the Monitoring Report that we will send to you for completion at **six-monthly** intervals during the life of your grant. The first report is due in April 2009, covering progress during Year One of your grant.

A blank template is provided separately, and is available to download from www.capacitybuilders.org.uk/monitoring

Part one:

Programme	Modernisation
Organisation name	
Project Name	
URN	
Contact name	
Position	
Date completed	
Project year (1/2/3)	
This report covers period	dd/mm/yyyy to dd/mm/yyyy

Part two:

Your **six-monthly** Monitoring Report (MOD/M/01) focuses on the outcomes you set out in your Workplan (MOD/W/01) and asks you to tell us about your progress towards meeting them. If you are not on track, we ask you to tell us what the issues are and what you are doing to tackle them. The approach is intended to be a useful review exercise for you without being unduly administratively onerous.

Please be as honest as possible – if you are not making as much progress as you anticipated, it is helpful to reflect on the reasons as this contributes learning for you and for us about what interventions work and why. The key questions to consider when completing this monitoring exercise are:

- Are we going in the right direction towards achieving the outcomes?
- How do we know (what is the evidence)?
- Are we where we want to be at this point?
- Do we need to do things differently (e.g. more / fewer / different activities)?

Repeat the table below for **all project outcomes** as required.

Project Outcome	
Indicator(s)	
Please summarise your progress against this outcome in one of the following three classifications:	
Very good progress: no remedial action is required	Evidence:
Good progress: some remedial action is required.	Evidence: What action are you taking to improve the chances of meeting this outcome (e.g. what needs to be done differently)?
Only moderate progress: meeting outcome will be difficult / may not be achievable	Evidence: What action are you taking to improve the chances of meeting this outcome (e.g. what needs to be done differently)?
<p>Risk In your Workplan (MOD/W/01), you identified key risks. Are there any new risks to you achieving this outcome?</p> <p>Learning Please tell us about any learning points (e.g. any interventions you have learned work better than others, or general learning that might be useful for other grant holders)</p> <p>Is there any other information you wish to tell us about your progress?</p>	

Appendix C: Expenditure Summary (MOD/E/01) for 2008-09

- On the next page, you will see an extract from an electronic form (MOD/E/01) which will be sent to all grant-holders to use to report quarterly expenditure.
- The form will be sent to you (and available to download) in September, and you are required to submit a first expenditure summary (on spend to the end of September 2008) in October 2008.
- The form will include guidance on the steps to take to complete the form, and automatic calculations so that figures do not have to be entered more than once.
- Your expenditure summary should be submitted within one month of the end of quarter to which the report relates i.e. **31st January, 30th April, 31st July and 31st October** for the duration of the grant
- **The first submission is therefore due by 31st October 2008**

Unique Reference Number (URN)	
Programme Name	Modernisation Programme
Name of Accountable Body	
Name of Consortium (if applicable)	
Total Value of Grant Offer 2008-2011	

- Step 1 - Enter all grant details (URN, programme name, accountable body, etc) and the quarter the summary relates to
- Step 2 - Enter the total amount of grant you require for Year 1 in the Annual Budget column
- Step 3 - Enter the grant amount you have received for the quarter you are reporting on
- Step 4 - Enter the actual spend for the quarter you are reporting on
- Step 5 - In the Forecast column for each quarter, enter the amount of grant you would like to receive
- Step 6 - Enter amount you require for the next quarter

What period does this summary relate to?

Expenditure Headings	Annual Budget (£)	Period of grant to September 2008			Quarter 3 Oct 08 to Dec 08			Quarter 4 Jan 09 to Mar 09		
		Grant amount received (£)	Forecast (£)	Actual spend (£)	Grant amount received (£)	Forecast (£)	Actual spend (£)	Grant amount received (£)	Forecast (£)	Actual spend (£)
Project delivery activity										
Communication & marketing										
Commissioned work										
Staffing & associated costs										
Total Project Specific (a)	0.00			0.00			0.00			0.00
Management costs										
Office/premises costs										
Total Administration (b)	0.00			0.00			0.00			0.00
Total Revenue Costs (a+b)	0.00			0.00			0.00			0.00

DRAFT

Total Grant Forecast £0.00
 Total Grant Received £0.00
 Total Grant Spent £0.00

Variance (YTD Spend Vs YTD Forecast)
 Variance (Spend Vs Grant Received) £0.00

Please explain briefly in the box below any significant variances between budget and actual for this quarter, including any barriers which you have encountered to spending the allocated grant.