



Cumbria Compact Funding & Procurement Code of Practice

Introduction

The Cumbria Compact

The Cumbria Compact is an agreement between the Third Sector and statutory organisations in Cumbria. It explains how they plan to work together, and contains a number of commitments.

The Cumbria Compact, including an up to date list of the statutory organisations that have 'signed up' to its commitments, can be downloaded from the Cumbria County Council website:

<http://www.cumbria.gov.uk/communityinformation/communities/thirdsector/compact.asp>

There are a number of Codes of Practice linked to the Cumbria Compact. These aim to give more information about the commitments of the Cumbria Compact, and concentrate on the practical details of how the commitments can be turned into reality. The first Codes of Practice are:

- Funding and Procurement
- Planning and Consultation
- Equality and Diversity
- Volunteers

Additional Codes of Practice may be developed in time.

The Funding and Procurement Code of Practice

This Code of Practice covers the funding of third sector organisations by statutory sector organisations. It describes how the commitments of the Compact relate to the various types of funding arrangements that are described in Appendix 1.

There are a number of definitions of "procurement" in common use. For the purposes of this Code of Practice, "procurement" should be taken to cover the purchasing arrangements for both goods and services. It does not cover the wider issue of "commissioning" (which should be taken to include the planning of which services are required, as well as their procurement), as this will be covered in the "Planning and Consultation" Code of Practice.

Further information is included in the appendices; this includes information on the legislative requirements (such as European Union and national Government requirements) that govern how statutory agencies must act.

The Third Sector and its “added value”

The 'third sector' includes voluntary and community organisations, charities, social enterprises, cooperatives and mutual societies. Faith organisations that are involved in community work are also considered part of the third sector. The sector includes groups that are managed and run entirely by volunteers, and organisations that employ paid staff.

National government policy frequently talks about the benefits of increasing the role of third sector organisations in the delivery of public services, and the “added value” that this will bring. However, the commissioners of public services are not always clear what this actually means (or how it can be achieved within procurement rules), and third sector organisations may not be sure how to market their social and environmental benefits.

Some of the reasons third sector organisations may be well placed to deliver high quality public services are:

- They often have a close relationship with service users, enabling them to deliver services that truly meet the needs of individuals and communities
- They may work with groups that statutory organisations find “hard-to-reach”
- They will often offer a number of related services, often developed in response to demand from service users, allowing them to deliver joined up services to users
- They may be well placed to help achieve the broader aims of the statutory organisation (such as getting people back into work)

These types of benefit can be included in a competitive tender process by the use of “social clauses”. For example, contracts could include a requirement that users will inform the delivery of the service. This type of clause allows third sector organisations to clearly demonstrate their strengths, but still allows other types of provider to compete.

However, for these types of benefit to be fully recognised, third sector organisations will also need to be involved in the planning and design of services. This is discussed further in the Planning and Consultation Code of Practice.

National government has acknowledged that many statutory organisations currently lack the skills and knowledge needed to develop and use social clauses. In “Partnership for Public Services: An action plan for third sector involvement” they have committed to developing a small number of template social clauses for key social outcomes as tools to assist and focus their use. These should be available in summer 2007.

The key commitments

The Cumbria Compact contains the following commitments around funding and procurement:

- Funding will be paid in advance of spend (or in line with any specific contractual arrangements as may be agreed)
- Where monitoring requirements can be determined locally, these will be in proportion to the funding and the level of risk associated with the project.
- Partners support the principle of full cost recovery, and will work towards achieving this in practice
- When work is undertaken jointly, the risks of that work will be shared *fairly* between organisations. This means the majority of the risk will be taken by the organisation best able to bear it. These could include financial risk and the risks associated with the non-delivery of service

A number of other issues around funding & procurement have arisen during the development of this Code of Practice

- A desire for longer term funding agreements (e.g. 3 year rather than 1 year)
- A perceived conflict of interest between advocacy/representing user views and financial relationship
- A perceived conflict of interest between involvement in service planning and competitive tendering process
- Uncertainty about how to “discover” funding opportunities

There are a number of different funding relationships between statutory and third sector organisations. Some of these commitments will have more relevance in one type of relationship than another. The different types of relationship (particularly the difference between a grant and a contract), and the circumstances under which they are appropriate, are discussed in detail in Appendix 1. It is particularly important to note that whilst there is currently a national push to increase the involvement of third sector organisations in the delivery of public services (usually through a contract) there will also still be many circumstances in which a grant may be more appropriate.

Expanding the commitments

Funding in advance of spend

Many third sector organisations are small and have limited financial reserves. Payment in arrears can cause serious cash flow problems for them, and should be avoided. However, there are also significant legal restrictions on statutory organisations spending public money in advance of spend.

Payment can never be made in advance of need, but can in some circumstances be made in advance of expenditure.

For payments in advance of expenditure to be justified, need for this must be determined and identified. This means there cannot be a blanket rule that all third sector organisations should be paid in advance, as some (usually larger) third sector organisations may not need this. There are also a number of other cases in which, under government accounting rules, payment cannot be made in advance. The most relevant of these is that payment in advance cannot be for work that is “novel or contentious”, and this could be the case when it is to fund a new or different way of delivering goods or services that are unusual or uncommon.

The timing of payments should be considered in collaboration with the third sector organisation providing the service, and not imposed on them.

If payment is made in advance, but a contracted service is not provided (for example, because a staff member leaves and cannot be replaced), then the statutory organisation may legally have the right to recover its money.

For more detailed discussion, see:

Improving financial relationships with the third sector - chapter 4 4.18 - 4.25

Monitoring requirements in proportion to the project

Some of the monitoring requirements for a service may be nationally determined, with no scope for local negotiation. Services which are regulated by law and subject to inspection regimes (e.g. care services covered by the Care Standards Act and regulated by the Commission for Social Care Inspection) will need to meet the minimum statutory requirements, and funders will expect evidence of this.

However, for most grants (and certain contracts) monitoring requirements can be determined locally. In these cases, the statutory organisation needs to ensure it has enough information to be confident it is making good use of public money and that the welfare and safety of service users is protected and quality standards are met. This is likely to involve relatively little reporting for small grants, but more in depth monitoring on larger contracts or those where there are more risks involved. The costs of monitoring and evaluation should be recovered through the full cost recovery process – and so monitoring requirements should be clear from before the start of the project, when organisations are calculating their costs.

Where third sector organisations are funded from a number of sources, funders should consider coordinating their monitoring requirements to reduce the administration required.

Cumbria CVS, through their Outcomes Champion, may be able to provide support to third sector organisations on appropriate monitoring techniques.

Full Cost Recovery

Full cost recovery is often talked about, but there is often a lack of understanding of what it means in practice, and many third sector organisations feel they do not achieve full cost recovery from public sector organisations.

In simple terms, full cost recovery means that the money received from the public sector organisation covers all the costs of delivering the service or project; or, in other words, the third sector organisation is not subsidising the service. Neither should the public sector organisation be subsidising all the other activities of the third sector organisation; full cost recovery toolkits are designed to help identify the full costs of running a third sector organisation, and then allocate these fairly between its various projects and services.

It is important to note that overhead costs for an individual project may change as an organisation takes on fewer or more projects. This means that “full costs” calculated at the start of the project can only ever be a “best guess”. acevo suggest that this should be accepted by both parties; “full costs” should be estimated as accurately as possible at the start of the project, but not recalculated with every minor change.

However, it may make sense to review these overhead costs on a regular basis (for example, as part of an annual review of a rolling contract) or if a major change (such as the loss of a large contract or other funding) threatens the viability of the whole organisation.

Full costs include the relevant proportion of the overhead costs of running the third sector organisation (such as management costs, office rent and postage costs of the project). In the past many organisations have calculated their overheads as a fixed percentage of the project cost. However, this does not always correlate well with the actual costs. There are many toolkits and training courses available to help third sector organisations calculate the “full cost”. One of the most widely used is the Lottery’s toolkit: www.biglotteryfund.org.uk/full_cost_recovery. In addition, a number of CVS staff are trained in the use of the Association of Chief Executives of Voluntary Organisations (acevo) toolkit, and can support third sector organisations in its use.

The major implication of funding full costs (where this has not previously been the case) is that each project or service will cost more, meaning that less projects can be funded. Research has shown that this implication is generally accepted within the third sector, with organisations understanding the benefits of funding a smaller number of projects in a more sustainable manner.

Fair sharing of risk

Small organisations are less able to cope with financial (and other) uncertainty – for example, uncertainty about the number of clients a service may have. To ensure diverse provider base, statutory organisations may need to bear more of the risk. This can be achieved by using block contracts and by using payment in advance where appropriate.

Longer term funding

The Gershon Efficiency Review concluded that “contracts for service delivery by voluntary and community organisations tended to suffer from an unnecessarily short term approach” and recommended “moving to longer-term, multi-year funding arrangements where possible”. *Improving financial relationships with the third sector* states that “Value for money for the tax payer must be the overriding principle that dictates whether or not a longer-term funding arrangement is appropriate”. More recently, “Stronger and Prosperous Communities”, the Local Government White Paper states that 3 year funding should be the norm for funding third sector organisations.

The length of funding should be tied to the length of the objective. There should be no standard length of contract. However, longer term planning and funding arrangements can often represent better value for money than one year funding arrangements.

In addition, the notice period at the end of funding is important. Provider organisations have to assume that a contract is ending on the agreed date unless a new contract has been agreed, and consequently may need to issue staff redundancy notices up to three months before the end of a contract. The commissioner and provider organisations ideally should start discussing if and how the contract will be extended at least 6 months before the end of the contract.

Conflict of interest?

Developing a shared strategic vision and competitive tendering

The involvement of third sector organisations in the planning of public services is discussed in more detail in the “Planning and Consultation” Code of Practice. However, a few key points are worth mentioning here.

Third sector organisations want to be involved in planning of public services. Government guidance suggests that they should be. But concerns exist if these same organisations are also interested in delivering services through a contract with the statutory organisation.

These concerns appear to centre on worries that involvement in planning could compromise the competitive tendering process, either by shaping the planned service to suit what they wish to provide, or simply by having more knowledge of the market than competing organisations. The risk could be minimised by ensuring that **all** organisations (third sector and other) have the chance to be involved in developing the service specification, not just a selected few. For third sector organisations, this could be publicised through infrastructure organisations/networks.

Conflicts of interest?

Representing user views whilst delivering a contract

Some third sector organisations are funded to provide advocacy and campaigning services. However, more often, a third sector organisation is funded to provide a specific service (for example, day care), but also has a campaigning role (for example, to improve day care services available for older people). Sometimes these roles may appear to be in conflict, with the third sector organisation criticising the public sector organisation that funds it.

Public sector organisations should accept that this is a legitimate part of the third sector's role, and, assuming that they are delivering on the terms of their contract, should not affect their funding. However, third sector organisations should ensure that their campaigning takes place within the law and does not affect their ability to deliver the contract.

Courtesy suggests that issues should first be raised directly between the organisations concerned, and attempts made to resolve them, before they are made 'public' in the press. Third sector infrastructure organisations, or the Compact Steering Group may be able to help resolve issues.

The only situation when campaigning will cause problems is when it prevents the third sector organisations from delivering the service as laid out in their contract.

Example: A third sector organisation provides a service under contract from a statutory sector organisation. The contract requires them to charge users a fee for the service. However, they are asked by their users to campaign against this fee.

There are a number of ways this could be resolved:

- the organisation may campaign, but continue to charge its users whilst doing so
- the organisation may choose to terminate the contract (using the procedure set out in the contract), to allow itself more freedom

However, if the third sector organisation decided to continue to provide the service, but not charge users the fee set out in the contract, the organisation would be in breach of contract. Under these circumstances, the statutory organisation could take steps to end that contract.

Of course, some campaigning (such as the Winter Warmth Campaign) is supported by both statutory and third sector organisations, and is a good example of partnership working.

Finding out about funding opportunities

Funding opportunities from statutory organisations in Cumbria are not currently advertised in a single location. The Compact Steering Group will look at this issue as one of its priorities.

Key Contacts

For further information about the Cumbria Compact and its Codes of Practice, please contact:

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Appendix 1: Background Information

Contains information about:

- Different types of funding arrangement
 - “Giving”, “Investing” and “Shopping”
 - Choosing the right funding relationship for a given situation
- Legal restraints on the contracting process
 - How EU law and Government Accounting define how statutory bodies must act
 - How Charity law may affect some third sector organisations

Appendix 2: Useful Contacts

This appendix is currently incomplete, but we hope to compile contact details for statutory sector organisations in Cumbria.

Appendix 3: Bibliography

This appendix contains details of useful publications, including all those referred to in this Code of Practice.

Cumbria Compact Funding & Procurement Code of Practice Appendix 1 – Background Information

Types of funding relationship

Funding relationships are often described as falling into one of three categories: Giving, Investing or Shopping.

“Giving” relationships (Grants)

Traditionally, statutory organisations have tended to give grants to support third sector organisations whose objectives are broadly in support of the objectives of the statutory sector organisation.

- A grant maker is not contracting for a service that forms part of its own business.
- It is offering financial support in an area of work, designed and proposed by the third sector organisation, it wishes to sponsor. The work is carried out by the third sector organisation would be deemed to add value to a public body’s overall aims or objectives.
- The work is generally proposed and planned by the third sector organisation, with the statutory organisation having little involvement in defining outcomes (but they may still require a report detailing what has been achieved with the grant)
- Likely to be given to smaller third sector organisations (or to a small project carried out by a larger third sector organisation).

“Investing” relationships – (Grants or grants-in-aid)

Statutory organisations may also give grants to build capacity within the Third Sector.

- The funder is investing in the long-term future of the organisation or the Third Sector as a whole.
- There will be some monitoring of the outcomes of the investment - but if this is closely linked to the payment of the funding, then the relationship may be better described as shopping.
- This funding may be given as a grant (restricted funding) or grant-in-aid (unrestricted funding). Restricted funding is given to an organisation to carry out a particular project, and can only be used for that project. Unrestricted funding is given to an organisation to spend as it sees fit.

“Shopping” relationships - Contracts

When the funder has a clear idea of the service they need from the third sector organisation, they are likely to “shop” for that service

- The public sector organisation may be asking the third sector organisation to provide one of its core services.
- Funding will be closely linked to outcomes or outputs.
- These relationships will be subject to the funder’s financial and contract procedure rules/Standing Orders and where applicable, to EU Procurement Regulations

- The contract will often be awarded through a competitive tendering process. However, this is not necessarily the case. If, for example, there is clearly only one possible supplier, a tendering process may not be needed.

There is currently a push from national government to encourage third sector organisations to become involved in public service delivery, and for funding to be given through a “shopping” relationship. However, it should be remembered that there is still a place for grant funding.

Funding arrangements have also often been described as Service Level Agreements. This term originates from (and is more appropriate for) internal funding arrangements between departments of a statutory organisation. It most often describes a contract, or “shopping” arrangement, as it tends to define and monitor clear outputs linked to the payment of funding. National guidance recommends that this term is avoided in the context of agreements between statutory organisations and third sector organisations, and that the relationship is clearly described as a ‘grant’ or ‘contract’.

In addition to these types of finance, loan funding for third sector organisations is becoming more common. This is typically available to enable new organisations to enter the public service delivery ‘market’. It is available through organisations such as FutureBuilders (www.futurebuilders-england.org.uk/).

Choosing the right funding relationship

The type of financial relationship should be determined by the nature of the intended outcomes (or, as the National Audit Office describes it, “the form of funding needs to be tailored to the objectives”).

A ‘giving’ approach will be appropriate where the funder wishes to provide general support or a contribution, but does not closely define the expected outputs, allowing the recipient to decide on the best use of funds. Most grants will have some reporting requirements, so that the funder can demonstrate how the money has been spent.

Example: to reduce the fear of crime in a community, grants may be awarded for improved local lighting schemes.

An ‘investing’ funder will be seeking a long-term outcome from the spending, such as a policy change or developments in the organisation’s or sector’s capacity

Example: contributing to the purchase of a minibus for a community transport organisation, or investing in Third Sector infrastructure organisations.

A funder ‘shopping’ for a supplier will already have a clear idea of the service they wish provided; the service will need to achieve objectives defined in commissioning strategies and plans, and the supplier will be concerned with the cost and quality of the service.

Funding in this relationship would usually be described as a contract, and will often be awarded following a competitive tendering process open to a range of third sector and private suppliers.

Example: a block contract for night time home care.

The type of financial relationship has further implications, for example, on VAT.

Historically, it has often been assumed that all grants (and grants-in-aid) are exempt from VAT. Contracts that define goods or a service to be provided are subject to VAT; to try and avoid this cost, statutory organisations have often given “grants” that link funding to very specific outputs, or set up “service level agreements”. However, HM Revenue & Customs (HMRC) advise that it should not be assumed that grants, or grants-in-aid, are all exempt from VAT. If there is a link between the payment of the grant and the service performed by the third sector organisation, HMRC could construe this as a supply that is subject to VAT.

Where doubt exists, the situation for a particular funding arrangement should be clarified with HMRC. Where VAT is payable, it is the responsibility of the supplier (i.e. the third sector organisation) to charge and bring this VAT to account.

Increasingly, contracts are being awarded following a competitive tendering process. This process is new to many third sector organisations, although some already have extensive experience. In addition, many feel that this prevents them from working in collaboration or partnership. However, many public sector organisations have procurement policies that define when competitive tendering must be used, and to a large extent, this is to ensure they comply with national and EU law. These are briefly discussed in the next section.

Detailed information for third sector organisations thinking about contracting can be found in publications listed in appendix 3.

Legal Restraints on the contracting process

Government Accounting

Government Accounting requires that organisations spending public money make good use of it, by achieving “Value for Money” (or “Best Value”). Value for money can be simply defined as getting the best possible outcome from any given level of input. This does not necessarily mean ‘cheapest’. Government Accounting defines value for money for procurement processes as “..... the optimum combination of whole life cost and quality (or fitness for purpose) to meet the user’s requirement”.

This means that third sector organisations may still be awarded a contract even if their bid is not the cheapest, but the bid would need to demonstrate how it achieves value for money, and any “added value”. This may be explicitly built into the tendering process; for example, social care tendering processes are designed to evaluate and select bids based on organisation’s technical ability and quality as well as price.

European Union (EU) Procurement Rules

EU procurement rules exist to ensure all providers can compete for contracts on an equal basis. This means that Third Sector organisations cannot be given preferential treatment over private sector companies. **The rules govern all public sector procurement contracts in the UK**, regardless of their value, although different rules apply to different types and value of contract. In other words, these regulations do not just govern funding distributed by the EU, they also have an affect on how local statutory organisations, such as Cumbria County Council, must operate.

Services contracts are divided into 2 categories:

- Part A (priority) services are subject to the full procurement regime
- Part B (residual) services are subject to more limited regulation

Most services provided by third sector organisations, such as leisure services, social care and education services, will fall into Part B. This means that they do not need to be advertised in the Official Journal of the European Union (OJEU), but a recent ruling suggests that in future they will need to be advertised “appropriately”.

Different rules apply for supplies contracts (such as food) and works contracts.

Individual statutory organisations will have their own procurement policies that will operate within the framework of the EU law. These policies should be available on request, and can often be found on the organisation’s website – there are links to many of them in the Bibliography at the end of this document.

EU State Aid Regulations

An organisation that receives support from government (for example, a grant from a local authority) may have an unfair advantage over its competitors. Therefore, EU Law generally prohibits State Aid, although there are a number of exemptions.

In practice, the State Aid regulations may be relevant where a third sector organisation receives a grant from public money, and is then tendering to provide a service alongside other organisations (third sector or private sector) that have not received grant support.

This is a complicated area, and there are a number of exemptions (for example, organisations receiving state aid of less than 100,000 Euro over a rolling 3 year period are exempt). Guidance is available in Annex C of the National Audit Office publication “Better Funding: Financial Relationships with the Third Sector” (Full details in Appendix 3 of this Code of Practice).

Restrictions on Third Sector Organisations

There will also be legal restraints on third sector organisations. For example, registered charities will need to ensure the activities they undertake are within their objectives and powers. An example of when this can cause problems is if a charity exists to provide services within a particular geographical area, but contracts are for a wider geographical area.

The Charity Commission publishes guidance for registered charities (Charities and Public Service Delivery – CC37 – www.charity-commission.gov.uk).

**Cumbria Compact
Funding & Procurement Code of Practice
Appendix 2 – Useful Contacts**

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Cumbria Compact Funding & Procurement Code of Practice Appendix 3 – Bibliography

The Cumbria Compact

The Cumbria Compact

<http://www.cumbria.gov.uk/communityinformation/communities/thirdsector/compact.asp>

National Information on Compacts

National Compact

www.thecompact.org.uk

Funding and Procurement – (National) Compact Code of Good Practice (2006)

www.thecompact.org.uk

Information aimed at statutory organisations

Improving financial relationships with the Third Sector: Guidance to funders and purchasers (May 2006)

Detailed guidance from HM Treasury for public sector organisations funding Third Sector organisations. Includes details of how Compact commitments such as payment in advance relate to Government Accounting criteria

The main document (70 pages) and summary guide (2 pages) are available to download from the Treasury website: www.hm-treasury.gov.uk

Partnership in Public Services: An action plan for third sector involvement

Partnership in Public Services, published by the Office of the Third Sector, describes national governments plans for increasing the role of the third sector in public service delivery, including 18 key actions. It can be downloaded from the Cabinet Office website (60 pages)

www.cabinetoffice.gov.uk/thirdsector

Mind the Gap – a Funder’s Guide to Full Cost Recovery (September 2006)

Mind the Gap gives guidance to funders (including specific guidance for statutory funders) on how to implement a commitment to full cost recovery within their organisation. It also contains case studies of funders’ experiences of adopting a full cost recovery.

Mind the Gap can be downloaded from the Big Lottery Fund website (34 pages): www.biglotteryfund.org.uk

How voluntary and community organisations can help transform public services
(June 2006)

A good summary of the ways in which Third Sector organisations may be able to contribute to the planning and delivery of public services, and how they can “add value” to these services.

Available to download from the NCVO website (14 pages): www.ncvo-vol.org.uk

Better Funding: Financial relationships with third sector organisations: A decision support tool for public bodies in England

A National Audit Office publication that is designed to help public bodies choose the right funding relationship for the outcomes they hope to achieve. Annex C contains more detailed information on EU State Aid regulations.

Available to use online at www.nao.org.uk/guidance/betterfunding/index.htm

Or available to download from:

www.nao.org.uk/guidance/betterfunding/financial_relationships_with_third_sector_organisations.pdf

Think smart.....think voluntary sector! (June 2004)

Good practice guide on procurement on services from the voluntary and community sector, giving practical steps that can be taken to increase the ability of third sector organisations to participate in the procurement process.

Think smart..... think voluntary sector! can be downloaded from the Home Office website (33 pages): www.home-office.gov.uk

Information aimed at third sector organisations

Big Lottery Full Cost Recovery Guidance

The Big Lottery Fund produces guidance on full cost recovery. It is particularly relevant to those applying for lottery grant, but provides useful background information for anyone new to the principles of full cost recovery, and a simple spreadsheet that could be useful for calculating the full costs of any project.

The documents available are:

Applying for your project overheads – Guidance Notes for Big Lottery Fund Applicants
Applying for your project overheads – Guidance Notes for the Full Cost Recovery Spreadsheet & Salary Spreadsheet
Full Cost Recovery Spreadsheet

Available from: www.biglotteryfund.org.uk/full_cost_recovery

Full Cost Recovery Template: A guide and toolkit on cost allocation

This guide is published by acevo & New Philanthropy capital. It includes an introduction to the principles of full cost recovery, a template to allow you to calculate the full costs of a project and advice on how to use its results. The template is more sophisticated than the lottery spreadsheet, but may not be adequate for large, complex organisations. A number of CVS staff have been trained in the use of this template and may be able to help you get to grips with it.

Details of how to obtain the guide and toolkit are on www.fullcostrecovery.org.uk - they cost £44.20.

Before signing on the dotted line: all you need to know about procuring public sector contracts. (June 2006)

“Before signing on the dotted line” is a guide to enable small and medium sized Third Sector organisations to navigate the complex rules, procedures and practices that constitute the public sector procurement process.

Available to download from the NCVO website (108 pages): www.ncvo-vol.org.uk
Or ring 0800 2 798 798 to order a copy – free!

Introductory Pack on Funding and Finance: Guide to Procurement and Contracting

A simplified summary of “Before signing on the dotted line”
Available to download from the Finance Hub website (40 pages):
www.financehub.org.uk

Charities & Contracts (CC37) / Charities and Public Service Delivery (new version currently out for consultation)

A guide from the Charity Commission for smaller charities looking to enter into contracts to provide services on behalf of public bodies. It gives guidance on the legal issues organisations registered as charities need to consider before entering into contracts to deliver public services. A new version of the guidance, entitled “Charities and Public Service Delivery”, is currently out for consultation.

Available to download from the Charity Commission website (41 pages):
<http://www.charitycommission.gov.uk/Library/publications/pdfs/cc37text.pdf> (old version)

Joint working for public service delivery - a model of collaborative working

Guidance for third sector organisations looking to collaborate with each other (e.g. form consortia) to deliver public services. (12 pages)

Available from the NCVO website: www.ncvo-vol.org.uk

Guide to Government Assistance to the third sector (June 2006)

A guide to the various funding schemes available to the third sector from national government.

Available from the Treasury website: www.hm-treasury.gov.uk

Cumbria County Council Documents

Cumbria County Council Procurement Strategy

www.cumbria.gov.uk/aboutyourcouncil/corporatedocuments/searchaz

How to do business with Cumbria County Council

A booklet (10 pages) explaining how to do business with Cumbria County Council, containing information and links to other documents.

www.cumbria.gov.uk/business/business

Information specific to Health & Social Care

No Excuses. Embrace Partnership now. Step towards change! Report of the Third Sector Commissioning Task Force

Document looking at how third sector organisations can become more involved in the delivery of health services and social care. The main document and its appendix contain practical suggestions on actions both third sector and statutory organisations can take, and includes a model contract.

www.dh.gov.uk/publications (Gateway ref: 6818)

Health reform in England: Update and commissioning framework (2006)
Department of Health