

CAPACITY BUILDING & FUNDING MANAGEMENT (CBFM) FUNDING

SERVICE PLAN

GUIDANCE ON MONITORING AND PAYMENTS

1.0 Service Plan

- 1.1 The Service Plan forms part of your Service Implementation Document (SID) and therefore your CBFM Contract with the London Borough of Camden.
- 1.2 **The Service Plan has a dual purpose in that it sets out in detail, in advance, how you plan to deliver the agreed service and it acts as a monitoring tool for the London Borough of Camden's Funding Management Team (FMT) to assess throughout the year the progress you are making towards achieving the agreed goals.**
- 1.3 The Service Plan is partly completed by the FMT and partly by Service Managers at the beginning of the year, and then updated at the end of each monitoring quarter by Service Managers and submitted to the FMT for monitoring purposes.
- 1.4 Information contained within the Service Plan must be agreed by both parties prior to signing the CBFM Contract.
- 1.5 The Service Plan consists of six different spreadsheets as follows:
 1. Cover Sheet
 2. Finances
 3. Outputs
 4. Outcomes
 5. Milestones
 6. Monitoring Timetable

2.0 Cover Sheet

- 2.1 Completing the **Cover Sheet** is self-explanatory. You are simply required to state your organisation's details for payment purposes and the full contact details of the Service Manager responsible for leading on all aspects of the service. It is also advisable to provide the details of a second contact and where applicable the details of the Finance Officer responsible for collating your quarterly financial claim.
- 2.2 Where possible payments will be made via BACS transfer. For details of the full payments process see Section 8 below.
- 2.3 The service reference, service name and other cells shaded in grey are for completion by the FMT.

3.0 Finances

- 3.1 The purpose of the **Finances Sheet** is to help you the Service Manager to effectively plan and manage service related expenditure. By setting a realistic spend profile at the commencement of the service both Service Managers and the FMT will be able to monitor your progress and will be alerted to potential problems quickly, allowing counter measures to be put in place therefore minimising the risk of under or over spending.
- 3.2 **Column A - Cost Description** is again fairly self-explanatory, but as a guide the types of costs you may incur are separated as follows:
1. Recruitment
 2. Staff (job titles)
 3. Activities and Events
 4. Running Costs
 5. Evaluation
 6. Management Costs
 7. Other Costs
- 3.3 When describing a cost under these categories please provide as much information as possible (given the limited space available) so that the FMT may understand how you arrive at your annual figures.
- 3.4 Examples:
- Staff -
50% of Project Manager's full time salary
 - Activities and Events –
Job fairs x 2, venue hire
 - Running Costs –
15% of annual rent
- 3.5 **Please note:** variations to your planned expenditure that exceed 20% of the agreed quarterly budget, whether under or over spend, should be brought to the attention of the FMT as soon as they are known. Project Managers should not wait for the quarterly monitoring process to alert the FMT to any such potential problems.
- 3.6 **Columns B and C** are self-calculating. Please do not enter anything in the Annual Spend and Spend To Date columns.
- 3.7 **Columns D, F, H, J and L** are called **Planned**, and are shaded in light blue. This is where you should set out how much you plan to spend during each quarter on each cost item listed in Column A. Once you have entered all of your planned spend figures you will see that a total appears in Column B, the Annual Total column.
- 3.8 Likewise, as the year progresses and you complete the Actual columns, **Columns E, G, I, K and M**, an incremental total will appear automatically

in Column C. As mentioned in 3.6 above, Columns B and C are self-calculating.

- 3.9 What you classify as 'Actual' spend in each quarter will depend on how your organisation operates in terms of its accounting procedures. As a guide the FMT will accept as 'Actual' spend invoices logged on your accounting system for goods and services received up to the last day of third month of the financial quarter being monitored.

Please note: Although the FMT do not ask for copies of invoices as evidence to support your quarterly spend figures, we will carry out at least one monitoring visit every two years where the quality and accuracy of your record keeping will be thoroughly assessed. We may also on occasion and at any point throughout the year on an ad-hoc basis, request evidence (usually in the form of copy invoices) to support any element of your Finances spreadsheet.

- 3.10 Again, shaded on the Finances sheet are **Rows 36 to 42**. Like Columns B and C these are self-calculating and Service Managers should not attempt to enter anything in these cells.
- 3.11 We will no longer be splitting quarter 4 into two monitoring and payment rounds. Instead we will be treating quarter 4 the same as the other 3 quarters. .
- 3.12 If you have any difficulty completing the Finances sheet or indeed any other element of the Service Plan you should contact a member of the FMT. Our details can be found on the Monitoring Timetable sheet.

4.0 Outputs

- 4.1 The annual outputs to be delivered as part of the agreed service are set out in detail in your service specification, full proposal documents and outputs schedule that was agreed as part of the VCS commissioning process. The FMT have used these documents to complete the Annual Target column on the **Outputs** sheet on your behalf. This column is password protected so please do not attempt to change the contents without first speaking to a member of the FMT.
- 4.2 **Columns D, F, H and J** are the quarterly **Planned** outputs columns to be completed by Service Managers at the start of the year. You simply need to show how many of your annual outputs you plan to deliver in each monitoring quarter. As the year progresses and at the end of each monitoring quarter you will complete the **Actual** outputs columns for submission to the FMT as part of the quarterly monitoring process.
- 4.3 The columns shaded in grey are those either for completion by the FMT or they are self-calculating and should not be changed by Service Managers. **Column C, Achieved to Date** is self-calculating and will add up your actual outputs figures as and when they entered throughout the year.
- 4.4 Outputs achieved to date is an important figure because it is this figure that you need to break down as part of the **Equalities Monitoring** process at the end of

each monitoring quarter. We have not set specific equalities targets here but it is expected that your outputs figures, where appropriate, will reflect the diversity of the communities and individuals that live and work in Camden.

- 4.5 **Columns L to Q** represent some of the target groups the London Borough of Camden has identified as our priority when delivering services to residents. The column headings are abbreviated but as a quick reference, simply hover over the column heading with your mouse and a comments box will appear. Or refer to Table 1 below.

Table 1 – Definitions for Equalities Monitoring

BME-M	Black and Minority Ethnic (Male)
BME-F	Black and Minority Ethnic (Female)
YP	Young People (13 to 24 year-olds)
OP	Older People (over 55's)
LP-M	Lone Parents (Male)
LP-F	Lone Parents (Female)
DIS	Disability
MH	Mental Health
M	Male
F	Female

- 4.6 **Please note:** The numbers in each of the Equalities Monitoring columns will not normally add up to the number of outputs achieved to date. This is because one output that relates to one individual can legitimately be counted in more than one equalities monitoring priority group. For example a young person aged 15 years may also be counted in the BME-Male column and again in the Gender column under Male.

- 4.7 The Outputs sheet can take some getting used to and may appear complex in the beginning so if you have any difficulty understanding how it should work please contact a member of the FMT.

5.0 Outcomes

- 5.1 As with Outputs, the Outcomes you will be working towards are set out in your service specification and full proposal documents and again the FMT have transferred this information on to your Service Plan. Service Managers, at the end of each monitoring quarter, will use the **Outcomes** sheet, **Column E** to describe what evidence you have gathered that indicates the service you are providing is having a positive impact on the progress Camden is making towards achieving our outcomes.

6.0 Milestones

- 6.1 It is good management practice to establish some key service delivery milestones that can be used to monitor your progress towards achieving agreed targets. Think about what must be achieved in order to develop the service and further your progress. An obvious example is the recruitment of staff. Clearly

this needs to happen at the beginning of the delivery period to ensure the new service is up and running at full capacity quickly.

- 6.2 The milestones sheet is easy to use. Simply list your key service delivery milestones in the left hand column and set a target date for achieving each. Throughout the delivery period you will return to this sheet and enter the date that the milestone was actually achieved.
- 6.3 The right hand column, **Column E**, is for you to enter your comments at the end of each quarter when you update your Service Plan and return it to the FMT as part of the quarterly monitoring purposes. If you are not meeting your milestone targets you need to give some explanation as to why you think this is. Don't forget, you are delivering a service on behalf of the London Borough of Camden and it is in our interest to support and advise you where we can if and when you experience problems affecting the service.

7.0 Timetable

- 7.1 The monitoring timetable is there to help you plan ahead. The deadline for returning your 08/09-service plan is May 28th 08. An electronic copy of your service plan is fine.

7.2 Monitoring takes place at the end of each financial quarter. The dates for monitoring to be received for 2008/09 are:

- Quarter 1 – Wednesday July 9th
- Quarter 2 – Wednesday October 8th
- Quarter 3 – Wednesday January 5th
- Quarter 4 – Wednesday April 15th

This timetable will form part of your service plan

- 7.3 Adhering to deadlines is a requirement of your contract with the London Borough of Camden. Failure to meet monitoring deadlines will cause delay in processing your payments.

8.0 Payments

- 8.1 Where the London Borough of Camden is contracting directly with a Voluntary and Community Sector (VCS) organisation, the Director of Finance has agreed that payments may be released quarterly in advance, subject to receipt of quarterly monitoring information on time and in the agreed format. Advance payments are also subject to performance in terms of spending on time and to budget and delivering key milestones and outputs as planned.
- 8.4 The London Borough of Camden's preferred method of payment is by BACS transfer. Please allow 10-15 working days from the date you submit your Service Plan to the date you receive your quarterly payment.

- 8.5 As with every section of your Service Plan and indeed with regard to any element of the quarterly monitoring and payments process please do not hesitate to contact a member of the FMT for assistance.

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