



# **Compact**

## **Funding and Procurement**

### **A local code of good practice**

September 2006

## Contents Page

|   | <b>Page</b> |
|---|-------------|
| Quick guide   |             |
| 1. Introduction   | 4           |
| 2. Programme design   | 6           |
| 3. Application and tender process   | 9           |
| 4. Agreeing terms of delivery   | 11          |
| 5. Agreeing payment terms   | 12          |
| 6. Agreeing monitoring and reporting  | 13          |
| 7. Concluding a financial relationship  | 15          |
| <br>  |             |
| <b>Appendices</b>   |             |
| <b>A.</b> Understanding Government and Government Accounting types of payment, procurement and European Union rules | 17          |
| <br>  |             |
| <b>B.</b> Funding the full cost of work   | 19          |
| <br>  |             |
| <b>C.</b> Further information   | 21          |

## QUICK GUIDE TO FUNDING AND PROCUREMENT CODE OF PRACTICE

| VOLUNTARY AND COMMUNITY ORGANISATIONS WILL:  |                              | STATUTORY ORGANISATIONS WILL:  |
|--|------------------------------|--|
| <ul style="list-style-type: none"> <li>• Be clear who is represented and how views reached</li> <li>• Respect confidentiality</li> </ul>   | DESIGN OF FUNDING PROGRAMMES | <ul style="list-style-type: none"> <li>• Give voluntary and community organizations (VCOs) chance to contribute to design</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Check eligibility</li> <li>• Have clear lines of accountability, especially with joint bids</li> <li>• Agree terms of delivery</li> <li>• Be aware of risks involved</li> </ul> | APPLYING FOR GRANTS          | <ul style="list-style-type: none"> <li>• Only ask for relevant information</li> <li>• Be clear about risks and place responsibility with statutory body or VCO best able to manage them</li> <li>• Respect independence of the voluntary and community sector</li> <li>• Recognise full cost recovery</li> </ul> |
|  | PAYMENT                      | <ul style="list-style-type: none"> <li>• Pay up-front (where appropriate and necessary)</li> <li>• Pay for longer period where good value for money</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Have good systems for managing project finances</li> <li>• Be honest and transparent</li> <li>• Plan in good time for what happens when funding finishes</li> </ul>             | REPORTING AND MONITORING     | <ul style="list-style-type: none"> <li>• Apply monitoring requirements that are in proportion to the size of grant/ contract</li> <li>• Focus on benefits of project</li> <li>• Consider standardizing monitoring requirements</li> <li>• Give enough notice of end of grant/ contract</li> </ul>                |

## 1. Introduction

Many voluntary and community organisations (VCOs) enter into a financial relationship with statutory organisations to provide activities or services either through grant funding or by contract/ service level agreement.

- 1.1 It is important that the financial relationship is set up to allow the benefits from the activity/ service to be as high as possible. The achievement of these benefits or outcomes will be more likely if the funding mostly goes to frontline delivery and if the VCO can continuously improve performance.
- 1.2 This Code aims to influence behaviour in both the voluntary and community sector (VCS) and statutory sector to achieve this vision. The Code does this through:
  - setting a framework for the financial relationship; and
  - setting out undertakings for both sides, based on what each can expect from the other.
- 1.3 The Code is based on agreed principles and guidance published by Government and national voluntary and community umbrella organisations. It is consistent with the duty of public agencies to achieve value for money; principles in accounting and European Union procurement law. Its principles and undertakings apply to both grants and contracts, but it is important to be aware that grant funding and public procurement operate under different detailed rules and the appropriate procedures should be understood and applied in each case.
- 1.4 The aim of this Code is to contribute to a constructive dialogue to improve funding and procurement practice. The Code covers **how** programmes should be designed and delivered to achieve the vision above in the best possible way. It does not cover **what** is funded or **who** should be funded.
- 1.5 The Code takes the reader through the funding and procurement process and includes design, delivery and conclusion of the financial relationship. Each chapter includes directions to more detailed information.

## Principles

The following principles should apply at all stages of the financial relationship.

- **Focus on outcomes** – the achievement of benefits or outcomes should be used as a key indicator of the success of funding.
- **Simplicity and proportionality** – processes should be as simple as possible and in proportion to the amount of money involved.
- **Consistency and co-ordination** – funders and purchasers of services should endeavour to join-up or standardise parts of the funding or procurement chain to minimise burdens on VCOs and ensure a focus on delivery.
- **Timeliness** – enough time should be allowed for effective planning, decision-making and action.
- **Transparency and accountability** – everyone should be able to see how decisions about spending priorities have been made and both the statutory sector and the VCS should be able to learn from previous work.
- **Discussion and dialogue** – should help to build trust and should identify and overcome problems before they impact on the delivery of outcomes.
- **Empathy** – understanding each other's needs and requirements should help avoid problems and help achieve outcomes.

## 2. Programme design

2.1 This chapter is about planning the best way of achieving intended outcomes.

### Aim

2.2 Many programmes (regeneration, health etc) can achieve their intended outcomes by involving VCOs in design. Well designed programmes consider how the voluntary and community sector can work most effectively with programme partners and the long-term impact of sector involvement. Long-term impact is improved if those organisations have more certainty about their income.

### The benefits for the voluntary and community sector

2.3 The voluntary and community sector benefits from good programme design so that programmes:

- are more relevant to the voluntary and community sector;
- allow VCOs to effectively contribute to public policy objectives;
- maximise agreed outcomes; and
- allow organisations to grow and develop and become more effective in the long-term.

### The benefits for statutory organisations

2.4 Statutory organisations benefit from good programme design by having programmes that:

- are defined and realistic, and can be delivered;
- are clear about the reasons why an organisation is receiving funding; and
- strengthen the voluntary and community sector supplier base and its ability to deliver in the long-term.

### What the voluntary and community sector needs to do to achieve this

- 2.5 The voluntary and community sector should contribute constructively to the design of programmes and focus their contribution on the needs of end users or beneficiaries. The voluntary and community sector undertakes to respect confidentiality and to be clear about whom they represent and how they came to their views.
- 2.6 VCOs should also consider what would happen if or when the financial relationship ends and plan for this at an early stage (see chapter 7).

### What statutory organisations need to do to achieve this

- 2.7 Statutory organisations financial relationship with VCOs usually has one of three overall objectives:
- Project / Service funding – to pay for a particular project or service, usually through a contract or grant.
  - Development funding – to invest in new capacity or new organisations to develop their ability to contribute to public policy objectives, usually through a grant or loan. Loans range from commercial rate loans to “patient capital” which may include reduced rate or interest free loans and flexible payments terms.
  - Strategic funding – to organisations recognised to be of strategic importance and whose work is considered to be significant, usually through a grant.
- 2.8 Longer term planning and financial arrangements often represent better value for money than one year agreements by providing greater financial stability and by reducing the amount of time and effort wasted on applying for new funds or renegotiating contracts. For grants, this includes roll-forward multi-year agreements.
- 2.9 Statutory organisations undertake to provide whenever possible an opportunity for the voluntary and community sector to contribute to programme design.

This should help identify:

- risks to delivery of programmes and how risks can be passed to the public sector body or VCO best able to deal with them;
- barriers to delivery (for example, unrealistic timeframes or slower development of delivery or demand in the early part of the programme);

- the optimum size of grants or contracts – by ensuring that sizes are small enough to help secure a diverse supply base and to allow smaller organisations to compete;
- which aspects of the programme would most benefit from voluntary and community sector involvement.

2.10 Programme design should also consider how the outcomes of the programme can best be sustained and contribute to long-term capability of voluntary and community organisations. This means making sure funding reflects the full cost of the service, including the legitimate portion of overhead costs (see Appendix B).

Where to look for further information (see appendix C).

- Guidance to Funders – chapter 3
- Think Smart ... Think Voluntary Sector – sections 7, 8 and 9 (Consultation and Policy Appraisal Code)
- Better Policy Making

## Partnerships

Many programmes are delivered through local partnerships. The growth of partnership programmes has been accompanied by a requirement for effective voluntary and community sector participation. Successful partnership programmes maximise delivery by investing in the process. Contributing to the partnership process for VCOs takes time and resources, especially for those organisations that lack dedicated policy staff. In developing partnership programmes statutory organisations should consider:

- (1) **Funding** – meeting the specific costs of involvement in a new programme from the outset, including resources for the voluntary and community sector's infrastructure and capacity to keep pace with policy.
- (2) **Consultation** – consult early in the process and not just at the end.
- (3) **Time** – this should be adequate for both preparatory work and partnership building.

### **3. Application and tender process**

- 3.1 This chapter covers the process of inviting, applying for and assessing grant applications and tender bids and giving notice of decisions.

#### Aim

- 3.2 A well managed application and tender process means that organisations best able to achieve the aims of a programme will apply. Well-managed processes mean that resources are focussed on delivering outcomes rather than on the application or tender process itself.

#### The benefits for the voluntary and community sector

- 3.3 A well-managed application or tender process allows the voluntary and community sector to access opportunities to deliver. If organisations have enough time to apply they will be able to make a well-informed and considered application or tender. They will also benefit from not having to spend disproportionate resources on application processes.

#### The benefits for statutory organisations

- 3.4 Statutory organisations can know that the chosen organisation is the one best able to achieve the intended aims and that expenditure is focussed on achieving outcomes rather than the application process.

#### What the voluntary and community sector needs to do to achieve this

- 3.5 The sector needs to be aware of opportunities and should seek to understand the timescales and decision making process. When applying, VCOs undertake to make sure that they are eligible; that their suggested work meets the aims of the programme; and that they understand the requirements.
- 3.6 The voluntary and community sector recognises that there are competing demands for public spending and that there may be more organisations applying than money available. The sector recognises that the final decision is the funders. VCOs undertake to have clear lines of accountability, especially with joint bids and will properly allocate costs so that full cost recovery can be achieved (see Appendix B).

#### What statutory organisations need to do to achieve this

- 3.7 Statutory organisations should promote opportunities widely and consider proactive approaches to encourage organisations to apply or become suppliers. A proactive approach may be particularly important for VCOs who may not have applied for funding in the past, including black and minority

ethnic organisations, faith groups and community groups. Organisations should have enough time to respond, particularly to larger pieces of work or those involving joint working (for example, consortium bids).

- 3.8 Information and forms should be clear and accessible and include all relevant information so that VCOs can make an informed decision about whether to apply. The process should be proportionate to the amount of money available. Statutory organisations should consider using standard questions or seek to co-ordinate application forms.
- 3.9 Statutory organisations undertake to ask for information on application forms which is relevant to deciding who will receive funding or be awarded the contract. Forms should include a contact person for enquiries.
- 3.10 Assessment needs to recognise it is legitimate for VCOs to include the relevant element of overhead costs in their estimates for providing a particular service (i.e. apply principles of full cost recovery) In tendering for a contract, VCOs cannot be given preferential treatment but are entitled to decide their own price in competition. Contracts should be awarded on the basis of value for money. Purchasers should avoid seeking information about management fees and overheads but do not have to accept bids if they are not satisfied that they offer value for money.
- 3.11 Applicants should be kept informed of the process. Notification of decisions need to be timely and give adequate notice in advance of the expected date of setting up provision. This should be at least three months for new programmes. Smaller organisations or those newer to delivery will need longer notice. Feedback on the reasons for decisions should be provided.

Where to look for further information (see Appendix C).

- Guidance to Funders – chapter 4 (Wider Funding Context)
- Think Smart ... Think Voluntary Sector – sections 7, 9, 10, 11, 12 and 13
- Getting Better Delivery

## **4. Agreeing terms of delivery**

- 4.1 This chapter is about agreeing outputs and outcomes and the appropriate designation of risk in funding agreements.

### Aim

- 4.2 Effective terms of delivery assign risk in such a way that positive incentives are created, thereby ensuring that the best possible outcomes are achieved.

### The benefits for the voluntary and community sector

- 4.3 Effective terms of delivery give clear expectations of what is to be delivered and by when, so organisations can plan and deliver effectively. The sector benefits from having terms of delivery that are proportionate, thereby allowing a focus on the outputs or outcomes to be achieved. They also ensure the sector is responsible for the risks that it can manage.

### The benefits for statutory organisations

- 4.4 Effective terms of delivery ensure that the best possible outcomes and outputs are achieved for the amount given. Risks need to be recognised and understood, agreed, and placed with the public sector body or VCO best able to manage them. Effective terms of delivery also contribute towards developing an effective working relationship with the funded organisation.

### What the voluntary and community sector needs to do to achieve this

- 4.5 VCOs should seek to agree terms of delivery at the outset and be aware of the risks which they are responsible for, in particular, the risks associated with the delivery of outputs or outcomes.
- 4.6 The voluntary and community sector recognises it is legitimate for grant funders to ask for public recognition of their funding by funded organisations in appropriate circumstances.

### What statutory organisations need to do to achieve this

- 4.7 Explain and agree terms of delivery (such as success and performance criteria) with the VCO before the contract or funding agreement is entered into. This should include the actions that will be taken if the VCO is failing to deliver. Statutory organisations should be sensitive to the impact which changes in the contract can have. They should ensure that there is a simple and pre-agreed process for controlling change and that account is taken of comments from the VCO on the changes required.

- 4.8 Statutory organisations undertake to discuss risks up-front and place responsibility with the public sector body or VCO best able to manage them. In particular, statutory organisations should consider and address the risks associated with the demand for a particular service.
- 4.9 Intended outcomes should be kept in mind and conditions must relate to achieving these outcomes. Terms of delivery should be broadly consistent across the local statutory sector and in proportion to the size of the grant or contract.

Where to look for further information (see Appendix C).

- Guidance to Funders – chapter 2, page 15 (“Bringing It All Together”)
- Good Grant Making Practice
- Managing Risks with Delivery Partners

## **5. Agreeing payment terms**

- 5.1 This chapter is about the arrangements for the payment of grants or for work under contract.

### Aim

- 5.2 Payment terms that allow the service to be funded in the most effective way so that the best possible long-term outcomes are achieved.

### The benefits for the voluntary and community sector

- 5.3 The sector benefits by being able to deliver the best possible service for beneficiaries. It also allows them to plan and develop for the future so they can improve the way they deliver services.

### The benefits for statutory organisations

- 5.4 Statutory organisations benefit from payment terms that enable VCOs to develop, which in turn helps ensure there is a continued wide range of potential suppliers and helps develop effective working relationships. Sensible payment terms help the stability of VCOs and create positive incentives to perform.

### What the voluntary and community sector needs to do to achieve this

- 5.5 The voluntary and community sector undertakes to have good systems in place to manage finances and funded projects, and account for them. VCOs

should agree a clear understanding about payment terms, including the treatment of underspends in grants.

#### What statutory organisations need to do to achieve this

- 5.6 Statutory organisations need to consider the timing of payments to create the right incentives for delivery. Statutory organisations undertake that payments to VCOs can and should (where appropriate and necessary) be made in advance of expenditure, rather than in arrears, in order to achieve better value for money. Statutory organisations should agree a clear understanding with the provider about the treatment of underspends in grants.
- 5.7 Statutory organisations undertake to implement longer-term financial arrangements when these represent good value for money. Government has introduced three-year settlements for local authorities – the rationale for three-year settlements applies equally for VCOs
- 5.8 Statutory organisations should make payments on time (in line with the Late Payment of Commercial Debts Act, which covers contracts, and the Better Payments Practice Code).

Where to look for further information (see Appendix C).

- Guidance to Funders – chapters 1, 2 and 3
- Think Smart ... Think Voluntary Sector – section 14
- Getting Better Delivery
- Better Payment Practice Code

## **6. Agreeing monitoring and reporting**

- 6.1 This chapter is about ensuring that the VCO is delivering agreed outputs and contributing towards meeting intended outcomes within a process that allows resources to be focussed on frontline delivery.

### Aim

- 6.2 Effective monitoring focuses on outcomes, is proportionate and not burdensome, and ensures transparency about the use of funds and what they have achieved.

### The benefits for the voluntary and community sector

- 6.3 The voluntary and community sector benefits from a focus on outcomes rather than spending time on unnecessary reporting. Good management information allows the provider to respond to changes or problems and to build a trusting relationship with the funder or purchaser.

### The benefits for statutory organisations

- 6.4 Statutory organisations benefit from assurance that it is getting value for money from its expenditure. They also benefit from a good relationship with VCOs. A good relationship with effective agreed monitoring will help make sure information is shared at an early stage if there are changes or problems. Monitoring and reporting also provides information that is useful for the planning and development of public policy, drawing on evidence from existing or past programmes.

### What the voluntary and community sector needs to do to achieve this

- 6.5 The voluntary and community sector undertakes to be honest and transparent in reporting. It recognises that public accountability inevitably requires some level of reporting. VCOs will give early notice of budget and delivery progress (for example, if there are likely to be underspends in grants).

### What statutory organisations need to do to achieve this

- 6.6 Statutory organisations undertake to be proportionate (to size of funding, size of provider and perceived risk) in monitoring requirements and to focus on outcomes.
- 6.7 Statutory organisations will consider joining-up or standardising monitoring requirements so organisations that receive funding from a number of sources, and funders themselves, are not overburdened. Monitoring should only include information that is needed or will be used to assess performance. Before the grant agreement or contract is signed, statutory organisations should discuss with the provider the information that will be required. Discussion will also help in agreeing how to monitor outcomes. Statutory organisations should consider what to do if there is likely to be a failure to meet delivery targets and how intended outcomes might be met in other ways.

Where to look for further information (see Appendix C).

- Guidance to Funders – chapter 4
- Think Smart ... Think Voluntary Sector – section 17
- Getting Better Delivery
- Good Grant Making Practice

## 7. Concluding a financial relationship

7.1 This chapter is about managing the conclusion of a financial relationship. It includes when:

- the grant or contract finishes;
- funding ends earlier than the intended closure where delivery targets are not met; and
- funding ends as a result of a review of strategic or development funding.

### Aim

7.2 A well-managed process minimises negative impact on beneficiaries, the provider organisation's long-term stability and the relationship between the funder and the organisations receiving funding.

### The benefits for the voluntary and community sector

7.3 A well managed process minimises the impact of the conclusion of a financial relationship and helps organisations to prepare contingency plans and identify potential alternative income. This will enable beneficiaries' needs to be met and ensure that organisations adhere to their duties as good employers (for example, by giving adequate redundancy periods). A well-managed process will also support the long-term stability and sustainability of organisations.

### The benefits for statutory organisations

7.4 Statutory organisations benefit from minimising any potential impact on beneficiaries. They also benefit from maintaining good working relations with VCOs so that they can continue to have a constructive relationship beyond the particulars of the grant or contract. The long-term stability of the sector benefits statutory organisations in that VCOs can continue to make effective contributions to the achievement of public policy objectives.

### What the voluntary and community sector needs to do to achieve this

7.5 The voluntary and community sector recognises that funding may end as priorities change or if outcomes are not delivered. VCOs undertake to plan in good time for different situations to reduce any potential negative impact on both beneficiaries and the organisation.

### What statutory organisations need to do to achieve this

- 7.6 Statutory organisations undertake to give enough notice of the end of grants or contracts. This should be a minimum of three months. This helps voluntary and community organisations fulfil their duties as good employers and prepare alternative plans. Notices will give the reasons for the end of the funding agreement or contract and allow the provider organisation to respond to proposals to change or end an arrangement.
- 7.7 If a VCO is not meeting targets, statutory organisations should first discuss with the organisation what action can be taken to improve delivery (for example, the possibility of a revised action plan). Should performance not improve and the effective use of public funding be at risk, it is legitimate for funding to be withdrawn or the contract terminated early. Statutory organisations should consider how the original outcomes might alternatively be met.

Where to look for further information (see Appendix C).

- Guidance to Funders – chapter 4
- Think Smart ... Think Voluntary Sector

## Appendix A

### Understanding Accounting in the Statutory Sector – types of payment, procurement and European Union rules

#### Government Accounting

- A1 Government Accounting provides guidance on how to use and account for public funds. The advice Government Accounting contains falls into three broad categories:
- parliamentary requirements;
  - Treasury administrative controls; and
  - best practice.
- A2 Government Accounting should be interpreted as setting both the high level controls and requirements public sector bodies should follow, and the general principles needed to help protect public funds from misuse, promote good practice and achieve value for money for the taxpayer, whilst allowing a degree of flexibility within this overall framework to achieve these ends through the most sensible means.
- A3 Government Departments must ensure that the money allocated to them is spent in a proper and effective way. They need to be satisfied that the organisations they fund have in place appropriate controls to support this requirement. There are three main principles in Government Accounting which should enable funding bodies to meet that requirement:
- regularity: ensuring that funds are awarded and used only for authorised purposes;
  - propriety: ensuring that funds are awarded fairly and free from undue influence; and
  - value for money: ensuring that funds are spent in a way that minimises costs; maximises outputs; and achieves intended outcomes.
- A4 In order to maximise value for money, funding bodies should consider the following when assessing the level and scope of controls required:
- proportionality;
  - well managed risk taking; and
  - attention to outcomes.
  - type of payment

- A5 This document is applicable to payments made as a result of contracts as well as grants and grants-in-aid. *Guidance to Funders* set out a basic summary of the main types of payments an organisation can receive including contracts, grants and grants-in-aid.
- A6 The National Audit Office study of Government Funding of the Voluntary and Community Sector will examine Departmental progress in implementing the 2002 Treasury Cross-Cutting Review *The Role of the Voluntary and Community Sector in Service Delivery*. The study will consider funding arrangements for the sector and will look at the complex boundaries between grants, grants-in-aid, contracts, procurement and service level agreements. Publication is expected in the summer of 2005.

#### Procurement

- A7 European Union procurement rules set out procedures for awarding contracts above certain values. Their purpose is to open up the public procurement market and to ensure the free movement of goods and services within the European Union, thereby increasing opportunities for competitive suppliers, contractors and service-providers. The Office of Government Commerce is responsible for procurement policy. Each Department is subject to European Union procurement rules and responsible and accountable for achieving value for money.

## APPENDIX B

### Funding the full cost of work

- B1 The purpose of this appendix is to set out the principles for full cost recovery for voluntary and community organisations, in line with the conclusions of HM Treasury's cross-cutting review of the role of voluntary and community organisations in public service delivery. This review concluded that it is legitimate for these organisations to include the relevant element of overheads in their cost estimates for providing services and outputs.
- B2 All organisations in the public, private and voluntary and community sectors have indirect overhead as well as direct costs associated with the delivery of goods and services. To operate efficiently and effectively, voluntary and community organisations must be able to understand all their costs including indirect and support costs. No activity can be undertaken without the need for support functions, and funding bodies have an interest in ensuring that organisations are able to manage and administer activities properly.
- B3 The key reason for the lack of 'core funding' within the voluntary and community sector is that debate has historically and typically been based on a false principle that 'core' costs are somehow unrelated to an organisation's 'real work.' Many funders have traditionally paid only or the marginal costs of the services they are seeking. But if funders follow this practice, necessary overhead costs cannot be met, or are met from donations and other sources of income which were not intended for this purpose.
- B4 It is important therefore that funders agree to meet the full cost of services, including the overheads that relate to the activities they have commissioned. HM Treasury and the Home Office will be issuing a revised version of *Guidance to Funders* to help public sector funders identify relevant overhead costs and encourage efficiency by voluntary and community organisations.
- B5 The methodology chosen by voluntary and community organisations to allocate relevant overhead costs should follow these principles: the method should be simple. Both funders and service providers should be able to calculate the amounts without disproportionate resource;
- the method should be equitable between providers where there are several funders of different services; and the costs should be recovered only once. So where for example a funder provides a grant specifically for core costs, those costs should not be taken into account when calculating the amounts due from other funders.
- B6 Many voluntary and community organisations use an arbitrary fixed percentage core cost add-on to the direct costs of the service. Whilst this has

the appeal of simplicity and, and is appropriate in some circumstances, there can be some risks. Arbitrary fixed percentages can be driven by what the funded organisation thinks it can 'get away with' and can lead to true costs being underestimated. If voluntary and community organisations clearly calculate and allocate their direct and overhead costs to projects, these problems can be avoided. Guidance is available to the voluntary and community sector on ways to achieve this. (see Appendix C).

## APPENDIX C

### Further information

#### **Guidance to Funders: Improving funding relationships for voluntary and community organisations**

Author: HM Treasury

Date: 2003 (to be updated in 2005 to include information about full cost recovery)

Link: [www.hm-treasury.gov.uk./spending\\_review/spend\\_ccr/spend\\_ccr\\_guidance.cfm](http://www.hm-treasury.gov.uk./spending_review/spend_ccr/spend_ccr_guidance.cfm)

#### **Think Smart ... Think Voluntary Sector: Good Practice Guidance on Procurement of Services from the Voluntary and Community Sector**

Author: Office for Government Commerce and Home Office

Date: 2004

Link: [www.homeoffice.gov.uk/comrace/active/funding/index.html](http://www.homeoffice.gov.uk/comrace/active/funding/index.html)

#### **The Compact on Relations between Government and the Voluntary and Community Sector in England (and Codes of Good Practice on Consultation, Volunteering, Black and Minority Ethnic Sector and Community Organisations)**

Author: Compact Working Group and Home Office

Date: 1998 (and 2000-2004)

Link: [www.thecompact.org.uk](http://www.thecompact.org.uk)

#### **Getting Better Delivery: Guidance for Effective Working with Frontline Providers**

Author: Department for Education and Skills

Date: 2003

Link: [www.dfes.gov.uk](http://www.dfes.gov.uk)

#### **Good Grant Making**

Author: Association of Charitable Foundations

Date: 1997

Link: [www.acf.org.uk/public\\_print/trusts\\_guidelines.htm](http://www.acf.org.uk/public_print/trusts_guidelines.htm)

**ABI Guidance to Departments: Guidance on the design and co-ordination of area based initiatives and local partnership based programmes**

Author: Regional Co-ordination Unit, ODPM  
Date: September 2003  
Link: [www.rcu.gov.uk/abi](http://www.rcu.gov.uk/abi)

**Government Accounting**

Author: HM Treasury  
Date: Updated 2003  
Link: [www.government-accounting.gov.uk](http://www.government-accounting.gov.uk)

**Full cost recovery: A guide and toolkit on cost allocation**

Author: Association of Chief Executives of Voluntary Organisations  
Date: 2004  
Link: [www.acevo.org.uk/main/publications.php?content=pubcatalog](http://www.acevo.org.uk/main/publications.php?content=pubcatalog)

**Better Policy Making**

Author: Centre for Management and Policy Studies, Cabinet Office  
Date: 2001  
Link: [www.cmpps.gov.uk/publications/downloads/better\\_policy\\_making.pdf](http://www.cmpps.gov.uk/publications/downloads/better_policy_making.pdf)

**Better Payment Practice Code**

Author: Better Payment Practice Group  
Date: 1998  
Link: [www.payontime.co.uk/downloads/download\\_bpp.html](http://www.payontime.co.uk/downloads/download_bpp.html)

**Managing risks with delivery partners: A guide for those working together to deliver better public services**

Author: Office of Government Commerce and HM Treasury  
Date: 2004  
Link: [http://www.ogc.gov.uk/sdkdev/new\\_content/](http://www.ogc.gov.uk/sdkdev/new_content/)

ManaginRisksDeliveryPartners.pdf

This publication and further information is available on the Compact website at [www.thecompact.org.uk](http://www.thecompact.org.uk)

or at

[www.homeoffice.gsi.gov.uk/comrace/active/compact/publications.html](http://www.homeoffice.gsi.gov.uk/comrace/active/compact/publications.html)