



Policy & Guidance on Project Management

1. Project definition

A project, in strict accounting terms, is any activity carried out by LINK Staff and / or Groups and Sub-groups which requires Restricted or designated funding.

Restricted funds have external donor-imposed restrictions on where the money can be spent (eg sponsorship of Scottish Environment Week), whilst Designated funds are set aside from LINK's unrestricted funds by the Board for a specific purpose (eg LINK funding support for Congress or one-off events such as specialist trainings for members). In either case, the expenditure of these funds has to be accounted for separately from LINK's core activities.

2. Project initiation

a. Project proposal

Needs to be drawn up by the proposing group, and provided to the Board, to include:

- i. Identification of project manager and project team
- ii. Statement of project objectives
- iii. Timetable / project plan
- iv. Project budget as per LINK template (see example in Appendix 1*), including:
 1. Budgeted costs including requirement for any LINK staff time for support or financial administration
 2. Budgeted income stream to meet these costs, from:
 - a. members & sponsors (confirmed)
 - b. requested LINK funding
 3. For projects extending beyond a single LINK Financial year (April to March), the budget must include a Whole Project Life summary, showing income and expenditure plans across the whole lifecycle of the project. In drafting this it is important for the members involved in the proposing group to have considered the implications for their organisations of the ongoing commitment of their time and resources to the project.

** An excel version of the Project Budget is available on request from the LINK OM.*

b. Project approval

- i. If LINK funding from any available Discretionary Project Reserve is required, an application should be made to the LINK FSG (Proforma in Appendix 2)
- ii. Projects which it is intended will be fully funded by outside sources, and which the proposing group wants to carry out using the LINK name, need to be taken to LINK Board for final approval, whether or not LINK finances or staff resources are required

3. Project execution

a. Progress reporting

- i. Project manager/officer to send regular summary updates which the membership should know about to LINK staff for inclusion in LINK Bulletins.
- ii Project manager has full responsibility for ensuring that reports go to project funders on time.

b. Financial management

- i. LINK Office Manager (OM) responsible for invoicing and banking of income, and payment of expenses, as approved by the Project manager
- ii. All invoices to be addressed to LINK office in Perth fao OM
- iii. LINK core staff to notify OM each quarter of their monthly number of days support given to the project, for allocation of overhead costs
- iv. LINK OM to maintain the Actual financial status of the project and send updates to the Project manager at the end of each quarter (or sooner, if required)
- v. Project manager to provide LINK OM with quarterly Forecast updates, including explanatory notes if necessary, in time for inclusion in the LINK Budget Out-turn for each LINK Board meeting
- vi. Projects which Forecast a deficit during project execution must freeze and go back through a Stage 1 funding review with the LINK FSG before continuing
- vii. Project Manager to ensure that all project costs can be met and, where a shortfall is forecast, that appropriate savings can be made on expenditure, or additional fundraising carried out by the project group
- viii. Project Manager responsible for giving adequate forward consideration to possible need for extension funding, to draft plans and budgets and submit applications. In discussion with LINK CO and/or OM.

4. Project completion

a. Final reporting

- i. Project manager to send final project report to LINK Development officer, and provide appropriate reports required by any project grant funding bodies

b. Financial management

- i. Project manager to finalise the project accounts with LINK OM, including agreement on release or repayment of any remaining project funding surplus
- ii. Project surpluses cannot be held past the end of the project life without a definite and agreed expenditure plan

c. Final review (cf Corporate Strategy)

- i. Project manager responsible for ensuring evaluation (along lines of After Action Reviews recommended in the strategy) by project steering group and communication of lessons learned to others in the network

Appendix 1 – Project Budget Template

LINK Project Budget Template (for up to 3 year project)

Example

LINK Restricted Fund #
Project Name xxxx
Project Manager: xxxx

Project Financial year - e.g 1/4 - 31/3 (Ideally this would be as LINK financial year, but may vary depending on external funding)	2015-6			2016-7			2017-8			TOTAL		
	Original	Current		Original	Current		Original	Current		Original	Current	
	Budget	Forecast	Actual	Budget	Forecast	Actual	Budget	Forecast	Actual	Budget	Forecast	Actual
Income (may include)												
<i>External funder-e.g Big Lottery/Esmee Fairbairn</i>	50,000	49,000		51,000	51,000		52,000	51,500		153,000	151,500	
<i>LINK taskforce member contributions</i>	2,000	2,500		2,100	2,100		2,200	2,000		6,300	6,600	
<i>Any other small grant sources</i>	2,000	2,500		-	500		1,500	1,250		3,500	4,250	
								-		-	-	
Total income	54,000	54,000	-	53,100	53,600		55,700	54,750		162,800	162,350	-
Expenditure (may include)												
<i>Staff salaries & Employer costs</i>	35,000	34,000		36,000	36,000		36,900	36,900		107,900	106,900	
<i>Office costs/team support by host organisation</i>	4,000	2,000		4,000	4,000		4,100	4,100		12,100	10,100	
<i>Line management by TFC</i>	2,000	2,000		2,000	2,000		2,050	2,050		6,050	6,050	
<i>Project administration & HR provided through LINK</i>	4,000	4,000		4,000	4,000		4,100	4,100		12,100	12,100	
<i>Project staff's travel and subsistence</i>	1,700	2,000		1,700	1,700		1,743	1,743		5,143	5,443	
<i>Liaison with decision-makers, events, conferences</i>	1,000	800		1,000	1,000		1,025	1,025		3,025	2,825	
<i>Briefings, campaign materials</i>	500	500		500	500		513	513		1,513	1,513	
<i>Recruitment</i>	2,000	2,000		-	-		-	-		2,000	2,000	
										-	-	
Direct project expenditure	50,200	47,300	-	49,200	49,200	-	50,430	50,430		149,830	146,930	0
Project balance to be Carried Forward												0

Application for support towards a LINK project

For use by task forces and steering groups seeking support towards work planned under LINK's name. To inform LINK Board in confirming whether projects can be funded (at least in part) from current budget allocation via the discretionary project fund.

Name of LINK Group / Sub group:

Person managing Group /Group project:

Project proposal:

Nature of project (eg research, publication, seminar, stunt, etc):

Aims (including dissemination strategy):

Reason for proceeding as 'LINK':

Expected outcome(s):

How this will be assessed:

Benefits to LINK:

Target audience(s):

Timescale for overall fundraising:

Timescale for completion of project :

Total budget:

Breakdown of anticipated costs & income

Costs £

Income £

Allies (for co-production, co-funding, mutual interest in outcome):

Funding already secured (from member bodies, allies, etc):

Other potential funding sources identified / approached:

Level of assistance sought from LINK discretionary project fund?

Please return to Karen Paterson (finance@scotlink.org)