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Project Managers Handbook

2nd Edition

FOREWORD

This handbook covers over 170 projects gaining regeneration funding, spending in total more than £13 million a year, and more importantly delivering great improvements to the quality of people's lives.

These projects cover many themes – health, education, housing, childcare, community safety, as well as skills, jobs and businesses – and concentrate on the disadvantaged communities within Blackburn, Darwen, and for some projects across East Lancashire. These projects are delivered by a wide range of partners – private sector, voluntary and community organisations, as well as public agencies. Indeed, I often hear that partnership working was almost invented in Blackburn with Darwen.

And we know these programmes make a difference – we have seen unemployment fall most in the Single Regeneration Budget area, just as we promised in our Public Service Agreement.

This handbook is also written for colleagues in other programmes, to provide a useful resource so that we do not have to “re-invent the wheel” for every funding programme.

Blackburn with Darwen Borough Council is the Accountable Body for these funds. This is public money and we will continue to ensure that it is invested wisely and properly. The systems described in this handbook help us all to meet these obligations and deliver excellent outcomes.

I also know from talking with project managers that sometimes it feels as being extra to the “day job”. And yet the commitment and enthusiasm you have and the excellent outcomes being achieved show how well you respond to the challenge. From our local resource mapping exercise we know that your projects account for less than 2% of the total public spend, so no-one can doubt that your projects bat above their weight.

To keep this momentum and to support you further, I hope you have already started to benefit from the recent training course, seminars, forum, visits and regular reports, and this handbook is yet another resource to help project managers deliver the best possible outcomes.

Wherever you are working, I wish you all further success,

Graham Burgess

Executive Director, Regeneration and Technical
Blackburn with Darwen Borough Council

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Section 1

INTRODUCTION

The revised Project Managers Handbook

The first edition of this Handbook was produced in 2002. The Handbook provides guidance to project managers on the systems to be used when obtaining funds for a project and when managing a project.

This second edition contains substantial revisions to the first edition, so project managers are encouraged to read this through even if they are familiar with the first edition.

New Project File

In particular the main change to this edition of the Handbook is that there is a new Project File which gives project managers a structure for record keeping in a way that meets the audit and monitoring requirements of the various funding providers.

The intention is that we work towards there being one general project management handbook and one file of project records to cover all likely sources of external funding to a project – national, Lottery, European and so forth.

Revised Guidance

From time to time we may issue revised guidance, and these revised sections should be inserted into the Handbook or File as appropriate.

File Retention

Council regulations require records concerning externally funded projects to be kept for 20 years.

Security and risk of clawback

When submitting the Project File to any of the approved verification and auditing bodies it should be hand delivered or couriered – never entrust your file to the regular postal service. This file and its contents are the responsibility of the project manager and project managers should be aware that the council will be unable to make grant payments in respect of any project that is unable to produce the required evidence in the project file regardless of the circumstances surrounding its loss.

Please keep the file and its contents safe and secure at all times.

The use of this handbook and project file is compulsory. This gives a number of benefits:

- Project managers can use just one recording system for a wide range of different funding sources;
- Project managers will receive guidance and training seminars on the systems they are required to follow, and will know that if these are followed carefully then their projects are meeting all the requirements; and
- The accountable body (usually the borough council) and funders will be assured that projects are being managed and recorded properly.

Projects that fail to utilise the handbook and the standard project file structure are in breach of the terms and conditions of offers of financial support and as such risk having their remaining grant approval withdrawn. The project file has been developed to ensure that all necessary documentation is stored in a way that allows ease of use for both the project and verifying bodies such as Blackburn with Darwen Borough Council, the North West Development Agency, the Government Office and the European Commission.

You may be required to submit this file to the Regeneration Programmes Team on a quarterly basis (a detailed timetable can be found in section 3) and it may be selected for a spot check at any time.

If you are in doubt about any aspects of the project file or its required contents please contact the Regeneration programmes Team.

Seeking assistance

It is your responsibility as a project manager to seek assistance where necessary in order to ensure that the terms and conditions of Grant offer are met in full. Blackburn with Darwen Borough Council has the right to remove grant offers from the projects that fail to meet these terms and conditions.

Project manager contact details

A Project Manager should be able to provide answers to most queries or to indicate a direction for further information. More details on the roles and responsibilities of Project Managers are to be found later in this Handbook.

Accountable body

Blackburn with Darwen Borough Council is accountable for a number of funds, including:

- European Regional Development Fund (ERDF)
- European Social Fund (ESF)
- Housing Market Restructuring (HMR)
- Neighbourhood Renewal Fund (NRF)
- Single Regeneration Budget (SRB)
- Townscape Heritage Initiative (THI)
- Sure Start
- Children's Fund
- Neighbourhood Nurseries Initiative (NNI)

along with other programmes.

The Council must ensure that all programme requirements are met and grant claims and other returns are properly submitted.

More details

In the event that you need more detailed programme information there are contact details listed within this handbook with useful telephone numbers and address.

Your first point of contact would usually be the Regeneration Programmes Team.

Section 2

PROJECT MANAGEMENT TRAINING

General comments

The basic dynamic of project management is shown in the triangle in Figure 1 below. The skill is to meet all three challenges by delivering projects which are – on time, on budget, and on specification. To manage this successfully is at the heart of good project management, big or small. So, for example, how can you regain lost time without the costs increasing, or how can you keep the costs within the budget without the quality being reduced?

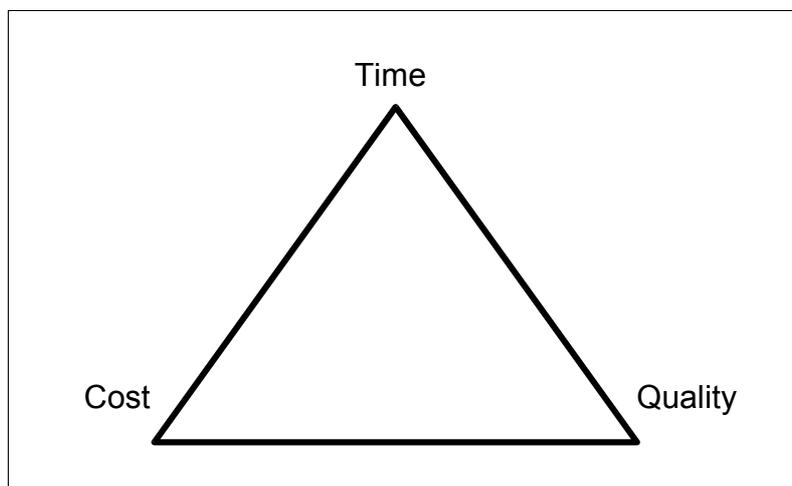


Figure 1. The key requirements in project management

One-day course - knowledge

For Project Managers within the Council there is a one-day course which provides colleagues with the basic knowledge needed to start running projects. This course is basically a procedural guide, what to do when. Check with the Regeneration Programmes Team for further details on booking these courses.

Two-day course - skills

For Project Managers within and outside of the Council there is a two-day course which takes the training to the next level. This course builds on the procedural knowledge gained from previous training or gained on-the-job, and adds skills in over 20 key areas which impact on the running of all but the most straight-forward projects. Examples include skills in managing team roles and dynamics.

Other training materials

This handbook is not a textbook on project management – there are many books already available and there are also useful websites, listed in Section 12 here.

Section 3

OFFER LETTERS, APPROVAL TO PROCEED

Please take time to read the Grant Offer Letter carefully.

The offer of grant is accepted in accordance with the terms and conditions set out in the letter from Blackburn with Darwen Borough Council acting as the accountable body. Letters are sent to the applicant from the Director of Regeneration, Housing and Neighbourhoods.

The letter is detailed and sets out the terms and conditions that apply to the grant. For this reason Project Managers are strongly advised to read the details before signing their acceptance, and discuss any questions or concerns with the Regeneration Programmes Team. For Council-run projects the Offer Letter will also give the Project Manager the cost centre spending code (so-called MIS code, Management Information System). The rule is: **one project, one code.**

Variations

Project Managers need to be aware that to request a variation to an Offer Letter is no longer a routine matter.

Variations involve a great deal of work both for the Project Manager and for the Regeneration Programmes Team. Frequent requests for variations, especially from poorly performing projects, will give rise to a re-appraisal of the project and its risks, and may result in an offer letter being withdrawn and redirected to other projects which are better performing.

Acceptance

Once funding has been accepted, it will be the Project Manager's responsibility to ensure that the expenditure and outputs are both monitored, and reported each quarter to the Regeneration Programmes Team (RPT) of the Borough Council, using the appropriate forms.

Failure to report each quarter, or to meet the targets set out in the project application form can result in approval for funding being withdrawn, and any monies already paid being reclaimed.

If you wish to accept the offer, subject to the terms and conditions set out in the letter, please complete and return the letter and keep your copy in the Project File.

Deadline

Remember that the offer letter has an acceptance deadline date after which the offer is withdrawn.

Section 4

CLAIMS

This section of the handbook covers the claims forms that need to be completed every month or every three months depending on the fund. Blank sample claims forms are available on request.

For project managers working within the Council, the quarterly claims and monitoring forms must rely on MIS (the financial Management Information System) printouts as the evidence base for project expenditure. This is compulsory.

New: Grant Working Papers

New for 2004 for Council-run projects is the introduction of the Grant Working Paper. This new paper provides every project manager within the Council with a summary of their expenditure during the year, and has attached a detailed list of each transaction. This list of transactions must be scrutinised each month for any inaccuracies. For each claim (monthly or quarterly) it must be sorted to show subjective heading totals, and these totals must match those claimed.

This saves time for project managers, and helps make claims more accurate. The Grant Working Paper summarises how much has been spent – the task of every project manager is to produce claims for external funding which repays this expenditure to the maximum eligible extent, with any balance left over being allocated to mainstream funds.

For project managers working for other organisations, you must rely on your organisation's own financial and monitoring systems to provide the council with the evidence base to support the claimed payment. Since October 2002 it has been a requirement that the claim is accompanied by an invoice from the applicant organisation for the claimed amount. This invoice will provide the auditable connection between the financial systems of the council and of the applicant. Payments can only be made to the applicant organisation and not to a third party, unless a properly signed agreement has transferred the rights to these payments to the other body.

Evidence of expenditure

Council-run projects will have the Grant Working Paper to provide evidence of spend, and non-Council projects must work on the same basis when preparing each claim. Monitoring and verification visits will include a check of a recent claim to establish that eligible expenditure has taken place to the exact amount claimed.

The Accountable Body reserves the right to require any project to provide full details of all expenditure with every claim, and will insist on this in cases where any risk of inaccurate claims has been established, whether detected from visits or from the quality of claims received or by other means.

Salaries

Salaries can be claimed in total or in part. In-total salary claims require the Job Description and payroll details to be held as evidence to support a financial claim. Salaries claimed in-part require these details and a timesheet to show how the calculation for part-payment has been made. A blank example timesheet is shown in [Annex A](#).

Of course, confidentiality will be respected but records of public funds must show to auditors and programme managers the basis of costs claimed.

Apportionment

As well as some salaries, there may also be some other costs where the project can legitimately claim a proportion but not the whole cost. For example, cleaning costs for a building where the project occupies some rooms may apportion by floorspace, and security costs may be apportioned by headcount.

To apportion a cost, the total actual cost with evidence must be shown, and then a formula must be applied to produce the proportion of the whole cost which can be related to the project. These calculations and working papers must be retained on file, and they will be subject to audit checking. The calculation used must be seen to be fair and reasonable. Please seek advice at an early stage if you are not clear on this process.

Actual costs

Project Managers must particularly be aware that claims are based on actual costs only. If a project uses a room within an organisation's building, then the organisation cannot claim, for example, £100 a day for the room because that is what they charge to hire it out – the claim must be for the £72.89p a day it actually costs to provide the room. This applies throughout the organisation or a group of companies – one department or sub-company cannot "invoice" another department or sub-company for a notional cost, nor for loss of income.

Claims requests

The Regeneration Programmes Team will:

- Ensure project officers receive claims forms on or before specified dates;
- Process (or reject) these submitted forms to ensure they meet the accuracy levels required for public funds; and
- Compile information from all projects and make periodic returns to the Council, to Government departments, and to other funders for programmes as a whole.

Quarterly return dates

A set of claims forms is usually issued to project managers along with the Offer Letter. Forms are available using the web-based Interactive Claims Forms system if the project has some funding from the European Regional Development Fund.

These forms are due to be completed and returned by the following deadline dates:

Quarter Ending	Deadline for Return
30 September 2004	7 October 2004
31 December 2004	7 January 2005
31 March 2005	7 April 2005
30 June 2005	7 July 2005
30 September 2005	7 October 2005

Extent of data

Claims will encompass:

- Expenditure “defrayed” by the end of the quarter against targets for all funding sources. Please see the jargon section in the Frequently Asked Questions ([section 11](#) of this handbook) if you are not sure of what “defrayed expenditure” actually means. It is important.
- Outputs
- Progress Report, with any changes in the Risk Analysis
- Qualitative information about the project – its successes and reasons for any under performance.

Copies of your completed quarterly claims forms (as submitted) must be kept with their supporting evidence and working papers in the Project File.

Key indicators – outputs and results

Detailed definitions, recording methods and the collection frequencies are established for the monitoring requirements of each funding programme, for example in [Annex E](#) of this handbook.

Project managers should keep in the Project File copies of the appropriate source baseline data from, for example:

- Opinion surveys;
- Statistics used;
- Property values and void rates.

Output information must be collected directly by project managers with methods of data collection agreed with the Regeneration Programmes Team.

Key Indicators – impacts

GONW indicated in 2002 that the recording of impacts is no longer a requirement of project managers, and the impacts will be evaluated by other means.

Central to the development of key indicators are the use of Public Service Agreement (PSA) targets, and the related collection of data to permit results and impacts to act as the overall indicator of regeneration results and impacts.

Evidence of achievements

Evidence to substantiate achievement of target outputs should include records of any monitoring visits undertaken to verify third party outputs.

In the case of grant assistance for physical works it is recommended that “before” and “after” photographs are obtained and retained on file.

The project profile

The project profile sets out the profiled expenditure and output targets by quarter (every three months) of the financial year (April to March) or of the calendar year (January to December). The purpose of monitoring and periodic review is to measure the extent to which the approved activities succeed in achieving the objectives of the project. It is necessary to ensure that:

- Intended outputs are being delivered to time in a cost-effective manner;
- Payments can be related to performance;
- Project managers have a basis for responding to shortfalls in performance;
- The basis for performance evaluation is consistent across all projects.

Project records

Project managers must:

- Keep records of all their activities, expenditure and outputs;
- Report monitoring information accurately and on time.

Section 5

MONITORING VISITS

Each national and European funding programme brings with it specific requirements for project monitoring, verification and audit visits.

The Regeneration Programmes Team will normally let project managers know in advance of a planned monitoring and audit visit. There are separate documents which set out in detail what a visit will cover. These will usually be given to project managers before a visit, and copies are also available from the team on request.

Of course, some audit visits may take place unannounced.

Some visits may also include colleagues from Internal Audit, Accountancy Services, or external bodies such as the Government Office for the North West and the European Court of Auditors. These external audits are usually announced, but might not be in exceptional circumstances.

Audit and monitoring visits will normally produce a short report on what was found, possibly including some recommendations. Follow-up visits will ensure that these recommendations have been considered and acted upon appropriately.

It will be a **major failure** of any project if previous audit recommendations are found not to have been acted upon appropriately, and project funds will be at risk of clawback.

The forms in Annexes I and J of this Handbook are typically used on a Monitoring Visit, and project managers may wish to study this in advance of a visit to be assured that they have all the necessary systems and records in place.

Section 6

PUBLICITY REQUIREMENTS

This is a summary of the main marketing and publicity requirements. For full details of the publicity requirements of each fund, you should check the offer letter and contact the Regeneration Programmes Team.

In this section of the project file, please keep sample copies of newsletters, leaflets, press articles, transcripts if possible of radio and television coverage, and photographs of site billboards. It is essential that your marketing materials include the required logos or text or both. Of course, you have less control over publicity material produced by others, such as newspapers.

You must adequately publicise the contribution that national and European programmes have made to your project. Failure to do so may result in the removal of the awarded grant.

Communications Toolkit

For projects being run by the Council, Project Managers should also consult the Council's Communications Toolkit. The Toolkit is available on the web site and can also be accessed internally through the Council's Intranet on - All public folders / CMS / style guide. In particular, be careful not to use more logos than is strictly necessary – this usually means the Blackburn with Darwen crest plus funder logos only.

Further guidance with all corporate identity guidance including partnership branding, is available from the Public Relations and Communications Team, telephone (01254) 585335.

Publicity material

Any publicity material produced by the project must include the appropriate logo(s) and statement(s) as detailed below. The costs of producing publicity material that does not include an acknowledgement of national or European funding support cannot be paid for with project funds.

Billboards on site

1. Billboards must be erected on the sites of infrastructure projects will costs exceeding 3 million euros, approximately £2 million. Billboards must be of size appropriate to the scale of operation.
2. The Billboard must include a space reserved for European Union's (EU) contribution. This section must:
 - a) take up at least 25% of the total area of the billboard;

- b) bear the standard Community emblem – twelve five-pointed gold stars in a circle on a blue background-and the following text, to be presented as in the example.

The logos below are available electronically from a number of sources. The Regeneration Programmes Team can assist if there are difficulties in obtaining copies.

Logos and Guidance: All signboards within Blackburn with Darwen’s regeneration programmes must feature prominently the **Crest**, either for the Borough Council or for the Strategic Partnership, as appropriate.



This project has been part funded by the European Regional Development Fund



Section 7

PERFORMANCE MANAGEMENT

During 2003 all the EU funded regeneration programmes, not just in Britain, began to operate a new process called "de-commitment". This means that programmes can no longer keep hold of a grant if it "sits in the bank" rather than being spent as agreed. Funds not being spent as agreed are now taken back and re-allocated to other projects that are performing better.

The East Lancashire EU programmes for which Blackburn with Darwen Borough Council is the Accountable Body, were one of the first in the UK to use the same process for projects, where every three months funds were taken off poorly performing projects to be allocated to other projects. This has been a successful pilot exercise, especially when project managers were no longer able to make low forecasts that were too easy to achieve.

This "de-commitment" process with quarterly monitoring of each project's performance level is now being applied to the Single Regeneration Budget programme, and will be gradually rolled out into other externally funded programmes.

Therefore all project managers should expect:

- to be asked for a quarterly breakdown of how much they will spend and what they will have achieved with this spend,
- to have their quarterly claims and reports monitored against these profiles,
- to have their funding revised downwards or removed entirely if poor performance is found as a result of monitoring, and
- to expect that further funds may be available to them if they have a well-performing project and a strong case for making even better impacts.

As an example, in the Single Regeneration Budget programme for Blackburn Central all projects had their revenue performance in 2003/04 assessed, and their funding for 2004/05 was reduced if the previous year's actual expenditure was below 85% of the planned profile. Project Managers should expect to see this process continue, and to be extended into other programmes in time.

Outputs

Project Managers should also note that this will apply as much to outputs as it does to expenditure – the effectiveness of projects and their value-for-money are of paramount importance.

Claims forms for programmes generally will be adapted during 2004/05 to include a closer monitoring of outputs achieved each quarter based on "plan and actual".

Section 8

RISK MANAGEMENT

A risk register must be established for each project and reviewed quarterly. This allows a risk analysis to be done every month or every three months, depending on the scale of the project, which will allow corrections to be applied in time.

The risk sheet should at least follow this example:

Risk	Likelihood (1-3)	Impact (1-3)	Impact details	Contingency Plans	Risk Score
1) No-one recruitable	1	3	Project delayed four months	Seconded or agency staff to cover	4
2) Tenders too high	2	1	Minimal as scaling down options known	Cost accountant to verify	3
3) Costs overrun	3	3	Funding is cash limited, no other funds	Fixed price contract, legal safeguards	6

Figure 8.1 General Risk Schedule

Risk Score

A scoring system is used for the 'likelihood' and 'impact' elements, as shown below, where the 'likelihood' and 'impact' scored are added together to give each risk a score.

High	3 points	}	Minimum risk score 2, Maximum score 6
Medium	2 points	}	
Low	1 points	}	

An overall project risk score is then calculated by dividing the total score by the number of risks identified. In addition to the standard table there should be a facility to make notes specific to the risks within each project. This enables the Project Manager to highlight a specific risk which may be high but is hidden by a number of other relatively low risks.

Projects scores will trigger the following actions:

2 points	- Low -	monitoring visit every 12 months
3-4 points	- Medium -	monitoring visit every 6 months
5-6 points	- High -	monitoring visit every 3 months

Risks change over time - projects may begin as high risk but finish as low risk projects, alternatively they may begin as low risk and become medium or high risk projects, depending on difficulties encountered and how they are managed.

There is a more developed risk management system used within Blackburn with Darwen Borough Council, shown below, and this should be used for certain types of project. These would include most large projects, and also any small projects that have a high profile.

There are some minor changes. For example, a range of 1 to 4 can be used for 'impact' and 'likelihood' instead of 1 to 3; and the risk score can be calculated by multiplying instead of adding 'impact' and 'likelihood'.

The strength of the first system is that contingency planning is made clear. The strength of the second system is that the current actions to manage risks are made clear.

Ref	Risk, Category and Owner	Scope of Risk and Comments			How the Risk is managed at present			Tolerance
								Is the Residual Risk Score acceptable? Yes / No
								Why?
		Inherent Risk			Residual Risk			
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	

Figure 8.2 Complex Risk Schedule

Stages in Risk Management

The various stages can be summarised as follows, with practical examples:

- Identify }
- Analyse } use schedules as shown above
- Reduce - learn from others and modify your plan
- Share - be part of a network for mutual support
- Transfer - usually for a price, such as insurance
- Avoid - stop doing the project or task
- Accept - especially if contingencies are in place

Section 9

PROJECT CLOSURE

The following is based on the Government website on project and programme management:

<http://www.ogc.gov.uk/sdtoolkit/workbooks/projects/closing.html>

Closing the project

Set up formal controls for implementing project closure whether the project closure goes to plan or is premature – perhaps because the project has been abandoned or failed. You will need to make a clear statement about the reason for closure, and where problems have been encountered, you should ensure by your reports that the organisation can learn from the experience.

Lessons Learnt and Evaluation

Consider producing a Lessons Learnt Report for senior managers and for future project managers, and please copy this report to the Regeneration Programmes Team.

The project should be evaluated to ensure that the product or change it delivered is really dealing with the issues it was designed to solve. This evaluation should be systematic and have success criteria clearly defined. In this way the report should capture how well the project performed against the project application form especially planned cost, schedule, tolerances, revised business case and final project plan. The lesson learned report captures and shares lessons that can be usefully applied to other projects.

Follow-on actions

Also document any 'unfinished business' that those responsible for managing a service or contract after the project closure will need to be aware of. These can include:

- Remaining risks and issues,
- Change requests that have been deferred,
- Outstanding actions from acceptance and rollout, for example where functionality is to be delivered late, and
- Ongoing problems with the works or services.

Section 10

PROJECT EVALUATION AND FORWARD STRATEGY

The following questionnaire outlines the format and subheadings for your report and offers guidance for completion of the report. Please ensure that your report has all the subheadings shown in the order they appear in the table. If you have nothing to report against any subheadings please state that you have nothing to report.

The Regeneration Programmes Team will work with you to assist in the completion of the report.

Guidance Notes

In providing your answers to the evaluation questionnaire:

- Please include statistical data, trend analysis, reports and surveys to justify your answers.
- Give consideration to quantitative and qualitative measures that help in assessing the impact of your project.
- Consider what changes would have taken place even if your project had not happened
- Consider any staffing, resource or organisational reasons that may have caused both positive or negative impact on the project objectives / achievements. Also consider any 'external' factors (beyond the control of the project), which may have affected the impact of the project.
- Give specific examples from any stage of project delivery.
- Mention any ideas/innovations that proved to be successful.
- Give consideration to different ways of tackling these issues (not necessarily dependent on funding availability).
- Give details of specific project activity, which did not work as well as you, had hoped. Consider how you addressed this and changed how the project was delivered in light of this experience.
- Please give details of how the project will be funded and managed, whether project activity will change, and how these plans will be implemented. Please give specific details with a timetable.
- Please use and consider other ways that you can demonstrate the success of the project (for example photographs, individual case studies).

PROJECT EVALUATION AND FORWARD STRATEGY REPORT

Project Title:	
Project Ref:	
Strategic Objective:	
Project Start Date:	
Project End Date:	
Project Manager:	
Delivery Agent:	

1 Baseline Information

- 1.1 Please outline the purpose, problems and issues that the project intended to address.
- 1.2 Have the issues or problems identified in section 1.1 been addressed by the project? In what way has the project contributed to improvements?
- 1.3 What other factors or influences also contributed to the changes mentioned?

2 Delivery and Implementation Issues

- 2.1 What has worked well in the project and why?
- 2.2 What did not work and why?
- 2.3 What would you have done differently?

3 Outcomes and success

- 3.1 Looking back, did you think the output and expenditure targets were realistic and/or achievable? What were the main successes?
- 3.2 Can you identify any other positive outcomes that can be directly attributed to this project?
- 3.3 How have you publicised this success?

4 Sustainability and Forward Strategy

- 4.1 Do you think there is still a need for activity to address the issues/problems targeted by the project? Are there any new or emerging issues? Please specify
- 4.2 If needed please explain your plans for continuing the project after the SRB funding comes to an end. Is there a better way to address these issues/problems in the future?
- 4.3 What 'wind down' measures have so far been implemented? If none, what wind down measures are planned?
- 4.4 Are there any elements of this project which may result in unexpected costs or contingencies at a later date?

5 Inventory

- 5.1 Please copy here the details of all assets purchased within the project from the Project File.
- 5.2 Please give details of your proposals for the retention or distribution of the items included in the asset register.

Lessons Learnt

If resources allow, the Regeneration Programmes Team will periodically gather together the lessons learnt from various project evaluations, and make these available to Project Managers, senior managers, and to potential applicants.

Section 11

FREQUENTLY ASKED QUESTIONS

Is there a jargon-buster ?

Jargon has been described as “the language professionals use so that no-one else can understand what is going on”. We have tried to avoid jargon in this Handbook and in our work, but do let us know if you find any words or phrases that are not explained.

Technical words are necessary – for example, a mechanic will talk need to talk about gearboxes. But one mechanic might speaks plainly with a customer and get a clear message across, while another might use jargon and only cause confusion.

Fortunately there are some useful guides on how to explain and avoid jargon, including: <http://society.guardian.co.uk/glossary>

What are a project manager’s responsibilities ?

Project managers are responsible for the development and implementation of individual projects. This includes financial and performance monitoring for the duration of the project. Particular responsibilities are:

- To ensure effective project delivery in line with the agreed objectives,
- To make timely and accurate grant claims and monitoring returns,
- To complete an evaluation of the activity once completed.

These are spelt out in more detail below.

Project managers will report directly to the Regeneration Programmes Team, as well as to their line mangers, committees etc. The Regeneration Programmes Team has the responsibility to pull together all the various projects into programmes, and to ensure these programmes are managed to a consistently high quality to sustain both quality delivery and external funding resources.

A project manager’s responsibilities include:

- Implementation of approved projects in line with the terms and conditions of grant aid and the financial and other regulations of the applicant organisation’s governing body.
- Maintenance of project file such as this handbook. The project manager should always be able to provide up to date information on spend, performance etc. at any given time.

- Implementation of projects in accordance with the approved project description, financial profile, financial package, etc, relating to the individual project.
- Maintenance of an adequate audit trail, i.e. evidence of expenditure made on the project. Responsibility for establishing and maintaining appropriate systems for storage of financial records to allow access for audit.
- Completion of grant claims or monitoring returns reporting physical and financial progress, total expenditure made, spend profiles, estimated expenditure over quarters and performance towards achieving target outputs. As part of this process, project managers must also report any material variations in the delivery of the project (timetable, expenditure, outputs etc.). It is essential that regular claims returns are made, to ensure that projects are run according to grant regulations and allow onward grant payments to be made to organisations running projects. Strict rules will be in place to ensure that financial profiles are adhered to.
- Responsibility for making suitable arrangements to ensure that the appropriate financial records, (such as copy invoices, timesheets, and other prime documents) are provided to the project manager and the accountable body from both the organisation running the project and from any partners involved in the project. This is the necessary supporting documentation required by the accountable body in order to make grant claims.
- To be available, at reasonable notice, to meet with the appointed auditors of the accountable body to discuss the projects operation.
- Ensuring the tendering process and the letting of the contracts has regard to public requirements and that records of this process are kept.
- Ensuring that the appropriate means of publicising financial assistance are used; (in line with guidance supplied by the accountable body and in the grant offer letter), that records are kept and action taken is reported to the accountable body.
- Preparation for information required for monitoring visits by the accountable body, GONW, NWDA, Office of the Deputy Prime Minister or European Commission. The accountable body or others may carry out spot check visits to ensure projects are properly delivered.
- Retention of records – **council projects**: please note that these details have changed recently, and the periods for which original records must be retained for inspection are now:
 - a) Prime financial records (for example invoices and receipts) must be kept for 20 years.
 - b) Building records/plans must be kept for 20 years.
 - c) Personnel records must be kept for 20 years.

- d) Legal documents have to be kept in perpetuity.
 - e) Asset registers must be kept until all items have been written off, or in the case of land and buildings, indefinitely.
 - f) Consultants' records, valuations, appraisals and approvals must be kept for 20 years.
 - g) Publicity material, photos or brochures must be kept for 20 years.
- Retention of records – **non-council projects**: the periods for which original records must be retained for inspection are the longer of:
 - (1) ten years after an EU funding programme ends which for the current EU programme is likely to be December 2020, or
 - (2) any dates listed below if later:
 - a) Prime financial records (for example invoices and receipts) must be retained for 7 years after the project ends.
 - b) Building records/plans must be kept for a minimum of 16 years after the project ends.
 - c) Personnel records must be kept for 5 years after the project ends.
 - d) Legal documents have to be kept in perpetuity.
 - e) Asset registers must be kept until all items have been written off, or in the case of land and buildings, indefinitely.
 - f) Consultants' records, valuations, appraisals and approvals must be kept until the associated asset is disposed of.
 - g) Publicity material, photos or brochures must be kept for two years after the project ends.
- Retention of records – all project types – project managers should be mindful of the (recent) Freedom of Information Act requirements, and only retain those documents for which there is a good reason, as listed above.
 - Carrying out a full and detailed handover of project responsibility including completion of a signed declaration if you leave the post during the project's lifetime.
 - Ensuring that the terms of any agreement made between the accountable body and the officer's organisation are adhered to, including any project specific contractual arrangements.

What is matching funding ?

Matching funding is often a mandatory requirement for sources of funding, and is usually expressed as a percentage of the total project cost. So, for example, ERDF will not contribute funds for more than 50% of the total cost of a project.

Project managers need to be clear about the total cost and scope of a project. For example, consider a project where the salary of person X is used as matching

funding for ERDF for the salary of person Y. While it is tempting to think that ERDF is paying for person Y, in reality it is paying 50% for person X and 50% for person Y, and the project is the activity of person X **and** person Y.

What records are required for matching funding ?

The need for matching funding is particularly an issue for ERDF & ESF.

Evidence needs to be kept on file to show:

- i. Contracts established with any project partners/third parties etc,
- ii. Confirmation of actual expenditure by any project partners/third parties,
- iii. "In kind" contributions such as gifts and volunteers' time (please see the section on timesheets), and
- iv. Completed financial constitution forms (FC1 or FC2 for ERDF).

What is leverage ?

Some programmes (such as SRB) refer to leverage, which is spending by other organisations that would not have been 'levered in' without the project going ahead. For example, "without this road that factory would not have opened and those jobs would not have been created".

Evidence needs to be kept on a file to show:

- i. Proposed and actual contributions from project partners/third parties etc.
- ii. Contracts established with any project partners/third parties etc.
- iii. Confirmation of actual expenditure by any project partners/third parties.
- iv. "In kind" contributions.

What is capital expenditure ?

Sometimes in error, a one-off item of expenditure is described incorrectly as capital. This often includes computers, photocopiers, desks and so forth. Basically, all expenditure must be charged to the revenue account unless it can be capitalised. Expenditure may be capitalised if it is for: -

- i. Acquisition of land, buildings, plant, apparatus or vehicles,
- ii. Construction of roads or buildings, or
- iii. Enhancement of land, roads and buildings.

Enhancement in this context means a substantial increase in asset value, or a considerable extension to the life of the asset.

Do I have authority to spend ?

This question relates in particular to project managers within the council. Project managers in other organisations must get their answers from their own colleagues and documents.

Within the council, before an order is placed the spending must be authorised. For revenue, these projects are subject to the same procedures as ordinary council activities. Project managers must therefore have authority delegated to them by their Directors and this authority must set limits on what they can and cannot do. Equally, the basic requirements to have clear divisions of duty (i.e. so that one officer cannot deal with the whole project entirely on their own), to have official orders, to obtain competitive quotes, etc still apply.

These details are on pages 124 to 128 of the constitution; and pages 128 to 131 for the capital programme. Charges may only be recorded in the accounts in respect of eligible costs and the project must be:

- i. included within the Blackburn with Darwen Borough Council's Budget,
- ii. approved by following the Council Constitution, and
- iii. done using the appropriate expenditure (MIS) charging codes.

The rules for contracts are on pages 138 to 149 of the constitution.

All local authority expenditure must have a specified source of funding. This includes projects which are 100% funded by grant. Even though a "net nil" position may be achieved, expenditure approval is needed as the payments will still count as council expenditure to be used in VAT assessment calculations, for example.

The Regeneration Programmes Team will make use of an External Funding Form which ensures that bidding projects which impact on the council's budget have the support of the relevant director and Executive Member. However, this does not change the constitutional and financial requirements which council-employed project managers are required to follow.

How does council capital funding work ?

In April 2002 a new capital borrowing system was introduced, called the Single Capital Pot allocation. This replaced the former Basic Credit Approval and the Supplementary Credit Approval.

Other sources of funding are available to finance capital projects. Projects may qualify for government or European grants. Alternatively local authorities may receive contributions from external agencies to support certain capital projects.

If the resources above are unavailable a local authority must find capital expenditure from the revenue, or from the usable part of the proceeds from the sale of capital assets ("usable capital receipts"). Local authorities can borrow using new Prudential

Borrowing Powers, but as with a mortgage or loan there is always a revenue cost to service the borrowing.

Capital monitoring

Capital monitoring reports are submitted to the appropriate Executive Member and to the Executive Member (Resources) periodically to inform them on the progress of the current year spend and the level of funding available to finance to spend. Explanations for variations in the level of anticipated spend are also monitored and reported. Legislation requires that all capital spend each financial year is fully funded with any overspend against resources charged to revenue, or financed from reserves.

Many capital projects are large, and expenditure extends beyond a single financial year. It is necessary to monitor project expenditure year by year to identify when a project is likely to exceed the individual capital expenditure approval limit, to help ensure budgets are not inadvertently overspent and to guard against unauthorised increased costs creeping into the programme. Projects with costs exceeding £100,000 warrant close monitoring of programmes start and completion dates with actual start and completion dates, so problem areas may be identified, the reasons for delays identified, and improvements to the processes formulated for future use.

Capital balance sheets

At the end of the financial year the accounts of the local authority are closed, and balance sheets produced. Within the capital balance sheets there are schedules to show how much capital spend has been incurred, and these schedules identify the resources that have been used to finance the spend.

Savings and slippage

A clear distinction must be made between genuine under-spending, created by **savings** or cost reductions; and **slippage**, which simply rolls forward a commitment to spend and can create the false impression of an in-year saving. Savings result in lower costs that reduce the total spending of the programme, whereas slippage does not affect the total programme amount, it merely transfers expenditure from one period to the next.

In the event of cost increases, directors are usually required to identify corresponding savings elsewhere within the programme that can be used to finance the increased costs, to keep within the total target spend.

Systems and linked processes

The systems outlined above are under continuous review, and the asset management plan development may require minor adjustment to the capital budget co-ordination process in terms of the bid appraisal and the means which priority is assessed and awarded. Also, closer links between capital and revenue budgets are expected because every capital budget bid will need to be justified on its own merits

and also on its direct relationship to revenue service plans – the so-called “whole life costs”.

The council’s capital programme will also make reference to those of neighbouring local authorities, other service providers, such as health authorities, the police authority and with private partners.

When will I be paid ?

There are two answers: one for organisations within the borough with SRB and ERDF Priority 2 projects, and one for organisations with ERDF Priority 1 and Priority 3 projects in East Lancashire. Claims from organisations within the borough for SRB and ERDF Priority 2 funds are paid within 30 days of submitting a claim form and invoice, provided there are no errors. Other claims are paid when the funds have been received from the Government Office, which will be longer than 30 days from receipt of project claims.

Retention

ERDF final claims payments have a 10% retention until all audit issues, if any, have been cleared and a final visit has taken place to close the project files. Details are set out in the Offer Letter.

Can I be paid electronically ?

Yes. Payments can be made by cheque and by the Banks Automatic Clearing System (BACS) transfer directly into an organisation’s bank account as part of the e-government programme for better public services. Contact the Regeneration Programmes Team for details.

Section 12

USEFUL CONTACTS AND RESOURCES

Regeneration Programmes Team,
Room 413, Town Hall, Blackburn BB1 7DY. Tel. 01254 585613.

Single Regeneration Budget funding in Blackburn with Darwen:
www.blackburn.gov.uk/

European funding in Blackburn with Darwen:
www.blackburn.gov.uk/

Neighbourhood Renewal home page
www.neighbourhood.odpm.gov.uk

Regeneration Network, Planning Exchange: www.regen.net

Government Office for the North West (GONW): www.go-nw.gov.uk

Northwest Development Agency (NWDA): www.nwda.co.uk

Council performance data: www.bvpi.gov.uk

Programme and Project Management (PPM) Specialism within Government
www.ppm.ogc.gov.uk

Successful Delivery Skills www.sds.ogc.gov.uk

Office of Government Commerce www.ogc.gov.uk

Project Management Forum (USA) has useful resources, such as this glossary
www.pmforum.org/library/glossary/index.htm

Textbooks:

Project Management Demystified (2nd Edition)
Geoff Reiss. Spon Press, ISBN 0 419 20750 3

10 Minute Guide to Project Management
Jeff Davidson. Macmillan, ISBN 0 02 863966 9

Goal Directed Project Management
Anderson, Grude, Haug. Kogan Page, ISBN 0 7494 1389 1

Annex A Project File Structure

1. General Correspondence, including e-mail
2. Project Application Form, including all revisions and working papers
3. Offer Letter, signed copy, including all revisions
4. Copies of every claim – with working papers, bank statements, etc
5. Evidence of activity undertaken for whole project, not just funded %
6. A copy of the Evaluation and Forward Strategy Report
7. Examples of publicity, including “before and after” photographs
8. All staff Job Descriptions if 100% on project, timesheets if less than 100%
9. Volunteers – names, tasks, timesheets
10. For Voluntary and Community Organisations, a copy of the Constitution
11. A list of the members of the Executive Committee or Project Steering Group
12. Minutes of meetings held
13. Project Asset Register
14. Project Audit Certificates
15. Evidence of all match funding – public, private and in-kind
16. A copy of the Equal Opportunities Policy
17. Evidence of compliance with Procurement requirements
18. Evidence of compliance with State Aid rules

Project File Contents, Notes

Front cover

The first project manager must complete the first line, except the end date. Subsequent appointees should likewise record their details on lines 2 and 3. Upon ceasing to be the project manager the end date of release should be entered.

Project Application Form

This section should be used to store all the relevant information relating to the bid made for funding for this project.

This section should contain the following documents:

1. The successful funding application form(s)
2. Copies of any rejected or revised funding applications
3. Business plan and other supporting documentation
4. Pre-bid working papers (such as cost estimates, pre-bid research etc)
5. Relevant correspondence queries and results
6. Details of appraisal queries and result
7. Drawings, sketches, project plans

These documents are required so an auditor can get an overview of the project bid and cross-check the application with the end result and performance of the project. This section also allows the Regeneration Programmes Team to validate any claims you make against the information that was used to gain approval.

Offer Letter

This section should be used to store the original grant offer letter, and any letters or revised offer letters when changes have been agreed while the project is running. If your project has matched funding from a number of different grants, please keep copies of all these offer letters, acceptance forms, claims forms, and so on together within the project handbook.

This section should also contain a copy of the grant acceptance sheet, properly signed and dated.

This section should also contain copies of any insurance policy documents relating to project activities, and records relating to risk assessment of the project, in accordance with the regulations of the applicant organisation and general law.

The interests of both Blackburn with Darwen Borough Council, and the delivery agent must be protected by insurance where appropriate:

- buildings – fire and damage insurance on a reinstatement basis,
- staffing – public and employer's liability insurance.

You must keep here a copy in the Project File of your successful application for funding for this project. If your project has matched funding from a number of different grants, you must also keep copies of all these match funding applications and approvals together within the project file.

Timesheet for recording staff time spent on a scheme or project

This sample sheet is to be completed by each individual working less than whole time on the project.

Dates from: _____ **to:** _____

NAME: _____ **SIGNATURE:** _____

POSITION: _____ **ORGANISATION:** _____

Project Name:			
Week	Days * (nearest 0.5)	Hours * (nearest 0.5)	% of working week
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
Total			
Days or Hours:			

* It is optional whether (a) hours or (b) days are recorded.

CERTIFICATION BY LINE MANAGER

I certify that the above officer has spent time delivering the project as shown here.

NAME: _____ **SIGNATURE:** _____

POSITION: _____ **ORGANISATION:** _____

Sample Asset Register:

Item	Quantity	Date of purchase	Total Cost (ex VAT)

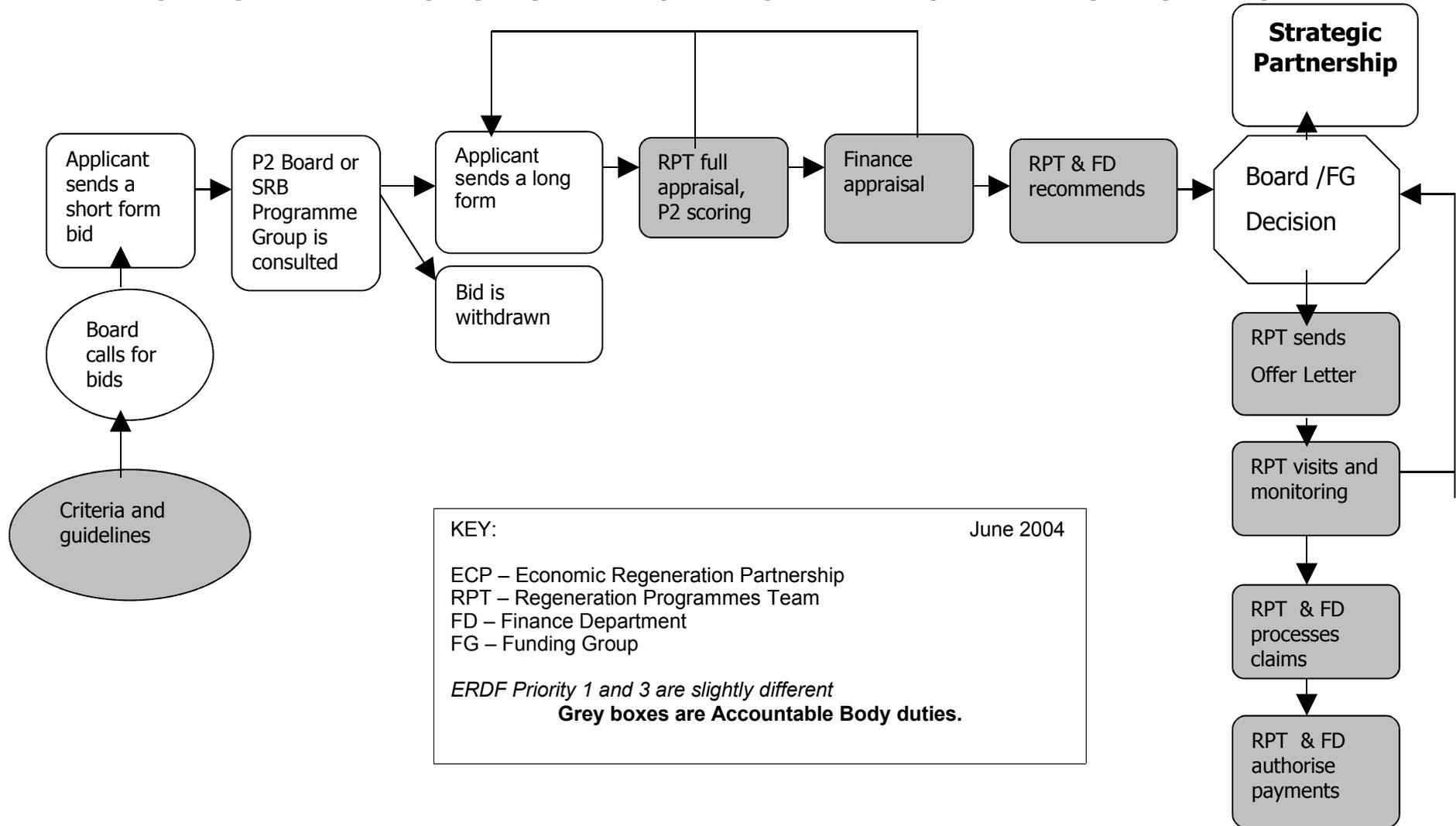
Annex B

Decision-making Flowchart

Blackburn with Darwen Economic Regeneration Partnership

Grant processes for:

Single Regeneration Budget (SRB) and European Regional Development Fund (ERDF) Priority 2



Annex C

Race Equality, Monitoring

The following guidance is based on the Government's guidance to New Deal for Communities programmes and is applicable to programmes more generally:

Why monitor and evaluate for race equality?

There is an expectation that monitoring and evaluation will be a central feature of all aspects of the programme. Monitoring race equality is a key part of this effort.

The importance placed by the Government on ethnic monitoring, as a way of assessing the impact of initiatives on Black and ethnic minority communities, is evident in the bidding guidance for Round 5 of the SRB Challenge Fund.

Government guidance on programmes, Developing Delivery Plans, states that "monitoring will also need to be undertaken to determine the extent to which members of ethnic minority communities are helped through the programme".

Ethnic monitoring of programmes is vital. It will allow Partnerships to check how well projects are involving and benefiting all sections of the local community. Without it, they cannot check the extent to which their activities are involving and benefiting Black and ethnic minority groups.

Effective ethnic monitoring is needed for mainstream and targeted provision, to assess:

- levels of community participation and programme outcomes by ethnic group both in overall provision and against projected outcomes;
- the extent to which projects aimed at areas with significant numbers of Black and ethnic minority groups benefit them appropriately.

The ethnic monitoring results should be linked to baseline information about the local Black and Minority Ethnic (BME) population and their needs.

Ethnic monitoring is not just a “number crunching” exercise! It is about making sense of which residents are actually involved and to what extent various groups in the local community are benefiting from the regeneration scheme.

When designing and operating ethnic monitoring and evaluation systems, Partnerships should:

- decide what categories of ethnic origin they will use. The Commission for Racial Equality generally recommends using the ethnic origin classification to be used in the 2001 Census when carrying out ethnic monitoring of regeneration activities. The classification is shown in the box at the end of this section. However, some Partnerships may want to use more detailed categories, to ensure that they identify particular ethnic groups which have a significant presence in their area;
- collect ethnic monitoring data regularly, as part of the general collection of monitoring information;
- check who else is already collecting ethnic data locally (e.g. the local authority, health authority);
- analyse the monitoring data regularly, to see whether certain groups appear to be experiencing particular disadvantage or are being excluded from partnership and/or programme activity. This should then prompt further investigation and dialogue with the Black and ethnic minority communities thus identified, to look for barriers to inclusion and begin work to remove these barriers;
- be aware that people may be suspicious about the Partnership’s reasons for collecting monitoring information, and there is a danger that they will not co-operate. This can be avoided if people are reassured about what information is being collected, why and what it will be used for;
- monitor participation in the partnership at all levels as well as who benefits from the programme;
- consider whether further work is needed, where ethnic monitoring reveals gaps or raises questions about the reasons why Black and ethnic minority communities are not receiving equal attention or support. The further work might, for example, include using surveys or setting up direct lines of communication with existing community groups;

- include feedback from service users or targeted beneficiaries, as part of general programme monitoring and more specific monitoring of individual projects;
- where people are involved in a particular activity, such as a training course, standard forms could be made available for this purpose. Many organisations already have ethnic monitoring systems in place that may be appropriate for projects;
- in some cases, where it may be impractical to collect ethnic monitoring data, a combination of other data sources may be appropriate in order to obtain a profile of local service users and project beneficiaries. These may include surveys, questionnaires, snapshot assessments and consultations with local groups about their views.

Full document is available at:

www.neighbourhood.gov.uk/publicationsdetail.asp?id=225

February 2000

The Commission for Racial Equality generally recommends using the ethnic origin classification used in the 2001 Census when carrying out ethnic monitoring of regeneration activities:

White

- British
- Irish
- Any other White backgrounds

Mixed

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other mixed background

Asian or Asian British

- Indian
- Pakistani
- Bangladeshi
- Any other Asian background

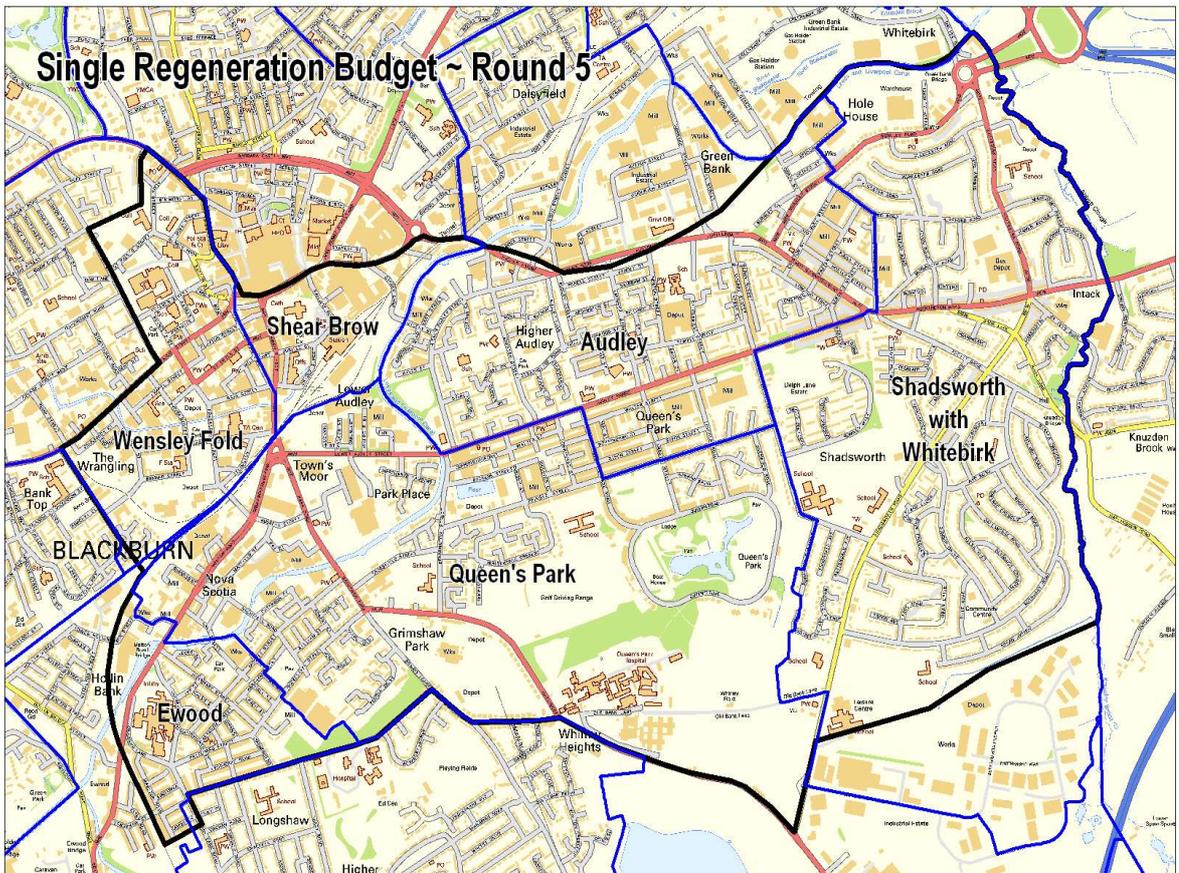
Black or Black British

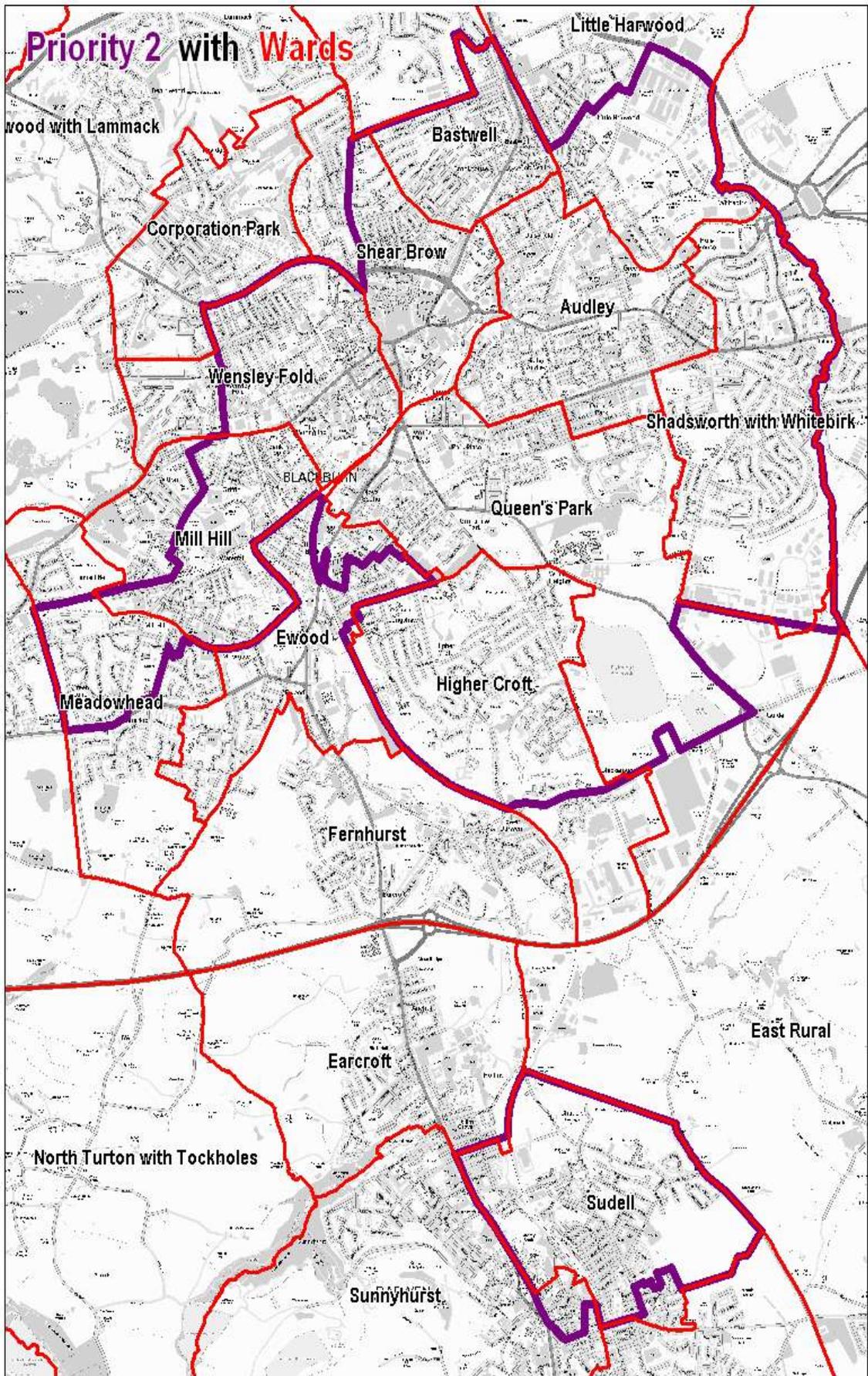
- Caribbean
- African
- Any other Black background

Chinese or other ethnic group

- Chinese
- Any other

Annex D Maps





Annex E Output Definitions (for SRB projects)

Background

1. This manual gives guidance on the standard output measures to be used in the monitoring of SRB-assisted activities. The monitoring of outputs is intended to enable Partnerships to assess progress of projects and the scheme overall, although outputs are primarily proxies for progress towards scheme outcomes.

Project Monitoring Systems

2. It is a requirement of SRB grant that projects and the Accountable Body have in place project monitoring systems, which must be capable of tracking the achievement of outputs delivered by projects. To help ensure the effective delivery of this process it is essential that:

- project appraisals include clear output profiles, and explain (in writing) how all forecast outputs are defined and measured, particularly local Partnership outputs;
- accountable bodies use formal Partnership "grant offer letters" which specify clearly the outputs expected to be delivered including unambiguous definitions; and
- project monitoring systems include the systematic collection and reporting of outputs by projects to an agreed (with the Accountable Body) time schedule, and that output data are checked and questioned by the Accountable Body.

Eligibility of Outputs

3. The outputs to be counted as SRB scheme outputs are those over which the Accountable Body, working through the Partnership, has sufficient control that it can take responsibility for their delivery. It must be possible for the Accountable Body to verify such outputs, and where they relate to leverage for them to be included for audit within the annual statement of grant expenditure.

4. Projects should not include:

- outputs from activity commencing prior to the SRB approval supported by other public funds;
- outputs deriving from additional investment occurring after the completion of SRB supported activity; and
- outputs arising from related or consequential activity conducted outside the Project.

5. Outputs should be recorded when an individual first benefits from a project, and each individual should be counted once. For example, a job created (code 1A(i)) by

a project in its first year cannot be counted as a job safeguarded (code 1A(ii)) in subsequent years. However, some output measures are intended to count target groups as well and the same individual could therefore count against a number of measures. For example, an individual benefiting from a project to help local residents access employment through the provision of training may be counted against output measures 1A, 1C, 1D, and 1F. It is therefore essential to explain in the project appraisal which outputs are to be delivered by the project.

Targeting

6. Activities may be targeted in a number of ways, including a particular geographical area and/or its residents; a particular group of people (for example, one or more ethnic groups); types of current or former employment (for example, childcare workers); and particular businesses (for example, new enterprises). Any target groups or areas which the Partnership wishes to identify will be those used for monitoring purposes. It is possible that the activity supported may be placed outside a geographical target area, but be intended for use by the residents or business sector in that area. In such cases, benefits accruing to those in target groups should be included.

Ethnic Monitoring

7. The list of output measures includes those marked with an asterisk which should be monitored to record participation of people from Black and Minority Ethnic communities.

8. Ethnic origins recorded for output monitoring purposes should, wherever possible, be based on the individuals' own assessment of their ethnic origin. However, it may sometimes be necessary to rely on information supplied from other sources, such as places of work, schools and colleges.

Output Measures

(* after a measure indicates that ethnic minority data is also required)

Output 1A: Number of Jobs Created/Safeguarded

Measures

- Number of full-time equivalent permanent jobs created.*
- Number of full-time equivalent permanent jobs safeguarded.*
- Number of full-time equivalent construction jobs (expressed as person-weeks).*

Notes

(a) A full time job is defined as one that involves working a standard 30 hour week or longer (excluding breaks) and is filled. Part time jobs must be converted into full time equivalent (FTE) jobs. In calculating FTE jobs, the following table should be used:

Hours worked	Full time equivalent
3 or more but less than 6	0.1
6 or more but less than 9	0.2
9 or more but less than 12	0.3
12 or more but less than 15	0.4
15 or more but less than 18	0.5
18 or more but less than 21	0.6
21 or more but less than 24	0.7
24 or more but less than 27	0.8
27 or more but less than 30	0.9
30 or over	1.0

(b) A permanent job is one that is expected to last for at least six months and excludes construction jobs.

(c) Jobs are normally created when positions have been filled.

(d) A safeguarded job is one that would have been lost were it not for SRB-assisted activities. An employee attending a SRB-assisted training course would not normally be count as a safeguarded job.

(e) Partnerships must differentiate between jobs created, jobs safeguarded and the number of construction jobs claimed.

(f) Jobs created by a project should be counted once only that is, not for each year of a project. Equally, jobs created cannot be counted as jobs safeguarded in subsequent years, unless they are further assisted through another project.

(g) Construction jobs should be expressed as person weeks (not jobs). Measure 1A(iii) cannot therefore be aggregated with measures 1A(i) and 1A(ii). Partnerships could include demolition work prior to construction within this output.

Output 1B: Number of Pupils Benefiting from Projects Designed to Enhance/Improve Attainment

Measure

- Number of pupils whose attainment is measurably enhanced/improved.*

Notes

- (a) Count each pupil once, even where there may be repeated involvement in the project.
- (b) Every project appraisal should specify the educational attainment which will result from the pupils' participation in the project.
- (c) Improvements in attainment should be measurable, for example, in terms of the National Curriculum and its assessment, GCSEs, or other measures appropriate to the particular project.
- (d) In relation to developing bilingual pupils, improvements in attainment should be measured in terms of the National Curriculum and teachers' ongoing assessment of pupils' progress.

Output 1C: Number of People Trained Obtaining Qualifications

Measure

- Number of people resident in target area who obtain a qualification on completing formal training.*

Notes

- (a) "Qualifications" mean accredited courses of training and, where relevant, they should be identified by NVQ level.
- (b) Count the number of people trained not the number of qualifications obtained. The project appraisal should define the qualification(s) to be obtained.

Output 1D: Number of Residents of Target Area Accessing Employment Through Training, Careers Advice or Other Specifically Targeted Assistance

Measure

- Number of people who live in the target area who get jobs as a consequence of training, advice or other specifically targeted assistance.*

Notes

- (a) Projects must demonstrate that there is a link between residents accessing employment and them having been given advice/training under a SRB-assisted project.
- (b) See Output 1A for the definition of jobs created.

Output 1E: Number of training weeks

Measure

- Number of training weeks completed.

Notes

- (a) Training weeks for any course are calculated using the same basis as FTE jobs (see note (a) to output 1A above). Therefore the number of people to be trained multiplied by the full time equivalent multiplied by the number of weeks duration = the total of training weeks. For example a ten week training course with thirty people who each attend for 24 hours per week (FTE = 0.8) results in 30×0.8

x 10 = 240 weeks.

Output 1F: Number of People Trained Obtaining Jobs (of which, Number who were Unemployed)

Measures

- Total number of people trained, who obtain permanent jobs.*
- Number of people trained, who obtain permanent jobs who were formerly unemployed.*

Notes

- (a) A permanent job is one that is expected to last at least six months – please note, construction jobs are not permanent and should be excluded from these outputs.
- (b) See Output 1A for the definition of jobs created.

Output 1G: Number of People Entering Self Employment

Measures

- Number of people entering self employment.*
- Number of these who were previously unemployed.*

Output 1I: Number from Disadvantaged Groups being Targeted who Obtain a Job for example, Disabled People

Measure

- Number from disadvantaged groups being targeted who obtain a job.*

Notes

- (a) Any target group must be specified by the Project for example, during the project appraisal, and records kept accordingly. Including everyone in the target area as being disadvantaged is unlikely to be very meaningful.
- (b) For this output, members of ethnic minority groups should only be included where they have some other disadvantage, for example, a physical disability.
- (c) See Output 1A for the definition of jobs created.

Output 1J: Number of Young People Benefiting from Projects to Promote Personal and Social Development

Measure

- Number of young people gaining measurable benefit from projects to promote personal and social development.*

Note

- (a) Young people are those under the age of 25.

Output 1K: Number of Employers Involved in Collaborative Projects with Educational Institutions to Improve Student Performance

Measures

- Number of employers involved in collaborative projects with educational institutions to improve student performance.

- Number of students involved.*

Output 1L: Number of Teachers on Placement into Business

Measures

- Number of teachers in target area, who have had a placement into business during the last period.
- Total number of teachers in target area

Notes

- (a) Teacher must complete a placement.
- (b) Minimum length of placement is 5 days (which need not be consecutive).

Output 2A: Number of New Business Start-Ups

Measure

- The total number of new business start-ups in the area.*

Note

- (a) Include new businesses starting up as a result of any SRB supported activities. An established business relocating into the area does not count under this output, although projects may count such relocations as a separate output.

Output 2B: Area of New/Improved Business/Commercial Floorspace

Measures

- Area (m²) of new business/commercial floorspace.
- Area (m²) of improved business/commercial floorspace (that is, floorspace whose actual or potential market value has been increased by some physical improvement).

Note

- (a) Floorspace defined as "net internal area" (sometimes referred to as "effective floor area") should be quoted in square metres and measured according to the "Code of Measuring Practice" the 4th edition of which was produced by RICS and the Incorporated Society of Valuers and Auctioneers in November 1993.

Output 2C: Survival rate of new businesses.

Measures

- Number of new businesses supported.*
- Number of new businesses supported surviving for 52 weeks.*
- Number of new businesses supported surviving for 78 weeks.*

Note

- (a) Comprises all business start ups.

Output 2D: Number of Businesses Advised

Measure

- Number of businesses receiving advice as a result of SRB-assisted activities.

Notes

- (a) Advice may take a variety of forms, but examples should be advice or counselling on a one to one basis and may include advice on marketing, exporting, financial and personnel matters. Businesses receiving advice under more than one project can be counted under each project.
- (b) Advice to potential new businesses may also be included.
- (c) It is for projects to decide what constitutes the provision of "advice" and where this is in doubt to agree a definition with the Accountable Body. There should normally be some involvement of project staff in each piece of activity that generates a score against the measure. The distribution of leaflets on its own would not usually be sufficient to score.

Output 3A: Number of Dwellings Completed/Improved Measures

- Number of private sector dwellings completed.
- Number of private sector dwellings improved.
- Number of Local Authority dwellings completed.
- Number of Local Authority dwellings improved.
- Number of Housing Association dwellings completed.
- Number of Housing Association dwellings improved.

Notes

(a) An improved dwelling is one whose market value (actual or potential) has been increased by some physical improvement. It is for the project to define what they wish to count here and where there is any doubt to agree a definition with the Accountable Body. However, minor improvements for example, a new front door would not meet this requirement.

(b) A dwelling would normally be self-contained. Hostel-type accommodation assisted through the SRB should be counted as one dwelling, irrespective of the number of bedrooms.

Output 3B: Number of Dwellings Included in Newly-Formed Tenant Management Organisations

Measure

- Number of dwellings included in a tenant management co-operative, estate management board or other tenant management organisation (TMO) recognized for funding by the Office of the Deputy Prime Minister (ODPM). The TMO must be newly-formed as a result of SRB-assisted activity.

Output 3C: Number of Dwellings Benefiting from Measures Intended to Reduce Maintenance or Running Costs

Measure

- Number of dwellings benefiting.
- Number of dwellings subject to energy efficiency initiatives.

Output 3D: Number of Empty Dwellings Brought Back Into Use

Measure

- Number of dwellings brought back into use.

Output 3E: Reduction in Number of Difficult To Let Dwellings

Measure

- Reduction in number of difficult to let dwellings.

Output 5A: Number of People who Benefit from Community Safety Initiatives

Measures

- The number of people living in the target area who benefit from community safety initiatives.*
- Number of total aged over 60.*
- Number of total who are females.*

Output 5B: Number of Dwellings and Commercial Buildings where Security is Upgraded

Measures

The number of buildings where security is upgraded broken down by:

- dwellings
- commercial buildings.

Notes

- Security upgrading will involve some improvement in security arrangements, including better physical precautions (for example, alarms, fencing, locks, security doors) and better surveillance (including video cameras, patrols, etc).
- A dwelling is defined as a living unit. Improved security in a block of 50 flats should be counted as 50 dwellings where security is upgraded.
- The number of commercial buildings should be counted, not the number of firms where one or more of them may occupy the same building.

Output 5C: Number of Community Safety Initiatives

Measure

- Number of community safety initiatives implemented.

Output 5D: Number of Youth Crime Prevention Initiatives

Measures

- Number of youth crime prevention initiatives implemented.
- Total numbers attending youth crime prevention initiatives.

Note

- This should include projects intended to prevent young people from becoming involved in drug abuse.

Output 6A: Area of Land Improved/Reclaimed for Open Space

Measure

- Area of land, in hectares, improved or reclaimed for use as open space.

Note

(a) Land has been improved or reclaimed when it has undergone some physical improvement that increases its potential or actual market value.

Output 6B: Area of Land Improved/Reclaimed/Serviced for Development

Measure

- Area of land, in hectares, that has been improved/reclaimed/serviced and is now ready for commercial or residential development.

Note

(a) Land has been improved, reclaimed or serviced when it has undergone some physical improvement that increases its potential or actual market value.

Output 6C: Number of Buildings Improved or Brought Back Into Use

Measure

- The number of buildings improved, or bought back into commercial use, and whose market value (potential or actual) has been increased.

Output 6D: Length of Roads Built/Improved

Measures

- Kilometres of roads built.
- Kilometres of roads improved.

Note

(a) A road has been improved when it has undergone some physical improvement that increases its usage and/or safety.

Output 6E: Number of Traffic Calming schemes

Measure

- Number of traffic calming schemes.

Note

(a) Traffic calming schemes include schemes designed to reduce either the volume of traffic or the average speed of vehicles in an area.

Output 6F: Number of Waste Management/Recycling schemes

Measure

- Number of waste management/recycling schemes implemented.

Output 7A: Number of New Community Facilities

Measures

- The number of local people given access to new community health opportunities/facilities.*

- The number of local people given access to new community sport opportunities/facilities.*
- The number of local people given access to new community cultural opportunities/facilities.*
- The number of new health facilities.
- The number of new sports facilities.
- The number of new cultural facilities.

Note

(a) Drugs prevention projects which have an abuse prevention/health improvement purpose should be included here.

Output 7B: Number of Community Facilities Improved

Measures

- Numbers using improved health facilities.*
- Numbers using improved sports facilities.*
- Numbers using improved cultural facilities.*
- The number of community health facilities improved.
- The number of community sports facilities improved.
- The number of community cultural facilities improved.

Note

(a) Improved facilities coming about as a result of drugs abuse prevention-related projects should be included here.

Output 8A: Number of Voluntary Organisations Supported

Measures

- The number of voluntary organisations supported, in part or wholly, from the SRB.*
- The number of community groups supported, in part or wholly, from the SRB.*

Notes

(a) Voluntary organisations are bodies whose activities are carried out otherwise than for profit, but do not include any public or local authority. The organisation should normally be formally constituted, e.g. as in a charitable trust or a company limited by guarantee.

(b) Community groups are local groups or organisations which include a substantial element of activity and control by local residents in a voluntary capacity. They may or may not also have some paid staff. They do not include organisations consisting primarily of paid staff using volunteer help.

(c) The number of Voluntary Organisations or Community Groups supported which are run for/by ethnic minority groups should be separately identified.

(d) It is for Partnerships to decide what constitutes "supported" and where this is in doubt to agree a definition with the Accountable Body.

Output 8C: Number of Individuals Involved in Voluntary Work

Measure

- Number of residents within the target area who have become involved in voluntary work as a result of the SRB.*

Note

(a) Voluntary work is defined as work that is carried out otherwise than for profit, and includes involvement in community groups.

Output 8D: Number of local employers with employee volunteering scheme.

Measure

- Number of local employers with employee volunteering schemes.

Output 8E: Number of Community Enterprise Start Ups

Measure

- (i) Number of community enterprise start ups.*

Note

(a) All community enterprise schemes must be within the area targeted and have commenced as a result of the SRB.

Output 8F: Number of Capacity Building Initiatives Carried Out

Measure

- Number of capacity building initiatives carried out.*

Note

(a) Capacity building initiatives here mean activities to increase the capacity of local communities to contribute to regeneration and the strengthening of the social fabric, for example through training of staff and volunteers in community groups, through the strengthening of networks, forums or representative structures.

Output 9A: Value of Other Public and Private Funding Attracted

Measures

- Total SRB spend (£000s).
- Total other public spend (£000s).
- Total private sector leverage (£000s).

Notes

(a) "Private sector funding" as an output indicator means the contribution made by the private sector to SRB activities. Subsequent net additional investment to the target area by the private sector as a result of SRB activities constitutes an outcome, and will be picked up through programme evaluation. It should not be recorded as an output.

(b) All contributions in-kind should be converted to cash terms. For example, where an employee of a firm or a private person gives up part of their paid working time to assist with a project, their salary costs for the time spent on the project can be counted as private sector leverage. A reasonable Equivalent monetary value can be attributed to volunteer time providing that it is auditable, accountable and

detailed in the project appraisal.

Output 10A: Number of New Child-Care Places Provided

Measure

- Number of new child-care/child-minding places provided.

Note

(a) The places may be full-time or part-time (for example, after school play schemes, and holiday play schemes, as well as registered child-minding and nursery schemes).

Annex F State Aids Requirements

State Aids are payments from public funds to the private sector. Some types of payment are allowed, and some others are forbidden by UK and EU law. The European Commission considers that State Aid includes the following examples:

- Grants to firms for investment, training or research and development;
- Cash injections to public enterprises;
- Loans and guarantees;
- Consultancy advice;
- Infrastructure projects benefiting identifiable end users.

This list is not exhaustive.

Some types of grant payments from public to private bodies are allowed. There are exemptions for small and medium sized enterprises (SMEs), for training and for employment support, and there are % limits to the amount of public funds that can be paid towards a project's total costs depending on where the business is located and the type of business it is.

The importance of State Aid

The EC can insist that any illegal State Aid from a project shall be halted and repaid with interest. In addition, the recipient of such funding is open to legal action from any competitor within the European Union to seek damages.

Sources of further information

- The Regeneration Programmes Team
- The North West Development Agency
- The Government's State Aid Policy Unit website
<http://www.dti.gov.uk/europe/stateaid>
- The EC's Competition Directorate website
http://europa.eu.int/comm/competition/state_aid/legislation/

Annex G Public Procurement Requirements

The UK and EU Public Procurement law apply to public authorities (including local authorities and NHS Authorities and Trusts) and certain utility companies. The rules set out detailed procedures for the award of contracts whose value equals or exceeds specific thresholds. Details of the thresholds applying from 1 January 2004 are given below. The thresholds are net of VAT.

THRESHOLDS - PUBLIC SECTOR FROM 1 JANUARY 2004

	SUPPLIES	SERVICES	WORKS
Certain central Government bodies	£99,695	£99,695	£3,834,411
	€ 154,014	€ 154,014	€ 5,923,624
Other public sector contracting authorities	£153,376	£153,376	£3,834,411
	€ 236,945	€ 236,945	€ 5,923,624

This is only a summary, and more details can be found at the following Government website: <http://www.ogc.gov.uk>

Remember that there are also public procurement requirements for contracts below these threshold amounts. Local authority staff should check the Constitution of the Council for further guidance before procuring supplies, services and works.

Annex H Eligible Expenditure, including VAT

For EU funded projects, the rules on eligible expenditure can be found at the following web site: http://www.dti.gov.uk/europe/structuralfunds/Rule_No_7 . Applicants should also read their Offer Letter carefully for any additional requirements.

VAT does **not** constitute eligible expenditure **except** where it is genuinely and definitively borne by the final beneficiary or individual recipient.

VAT which is recoverable, by whatever means, **cannot** be considered eligible, even if it is not actually recovered by the final beneficiary or individual recipient. The public or private status of the final beneficiary or the individual recipient is not taken into account for the determination whether VAT constitutes eligible expenditure in application of the provisions of this rule.

In particular, invoices for grant payments to recover agreed project costs must **not** include an addition for VAT, even if the organisation does add VAT on invoices to the Council when the organisation is supplying goods or services to fulfil a Council contract.

Council staff need to be aware that there can also be VAT implications to the Council as a whole from projects, especially for large capital works, and therefore colleagues should ensure that the Council's **VAT Advisory Officer** is kept aware of such projects.

Annex I Project Monitoring, First Visit

Project Managers Handbook

- Please familiarise yourself with it's contents and use to keep all source documentation e.g. application form, offer letter, claims, etc in one place. The handbook will be checked during an audit visit.
- Regular updates to the handbook will be provided.

Interactive Claims System (ICF)

- For projects with ERDF funding, the ICF system must be used for any reprofiles and for all claims. Please refer to the ICF User Guide or use the link to the user guide on the ICF system itself.

Variations of expenditure or outputs delivery against profile

("Plan and Actual")

- Quarterly estimates for both outputs and expenditure need to be as accurate as possible to avoid decommitment.
- Significant variation for ERDF and SRB purposes is calculated as +/- 10% against profile for both outputs and expenditure. Each quarterly claim is checked for variations.
- Any changes to your project must be agreed by your co-ordinator and reprofiled using the ICF system.

Activity

- If difficulties are experienced in the delivery of your project, please discuss with your co-ordinator.
- Evidence of all activity undertaken must be kept in the handbook.
- Evidence of eligibility must be kept.
- The following up of attendees (if applicable) needs to be undertaken to show the project has had an effect.
- Evaluation of activity is good practice.

Outputs

- Outputs will be checked against profile each quarter. If actuals are significantly different, you will need to provide an explanation and outline the remedial action planned.
- Outputs must not be double counted.
- Equal Opportunity outputs need to be recorded (if applicable).

Publicity

- All publicity must show the ERDF/NWDA logo as outlined in the offer letter. A copy has been provided.
- Please provide copies of any publicity with your quarterly claim and keep copies in the handbook.

Staffing

- Keep a copy of all job descriptions for staff paid for by this project in the handbook.
- Ensure staff know there are restrictions on eligibility, expenditure etc.
- Volunteers should have a clear task to undertake and there should be an understanding on both sides of the role of the volunteers.

Organisation Issues

- Voluntary and community organisations to keep a copy of their written constitution/Memorandum of Agreement in the Project File.
- Keep a copy of the membership of the Executive Committee (or equivalent) in the Project File.
- Adequate records of meetings need to be kept on file as well as all minutes.

Evaluation and forward strategy

- When the project has finished, the project will need to be evaluated. Issues to be covered include:
 - How will you demonstrate that the project has made a difference?
 - What lessons have been learned from delivering this project?
 - How would you do it differently?
 - Can lessons be transferred to other projects?

- A forward strategy will need to be developed to outline what will happen when ERDF or SRB funding stops.

Project Costs

- Audit trails must be evident for all expenditure claimed. You can only claim for defrayed expenditure, that is when money has been actually paid out.
- No payments prior to the start of the project are eligible.
- If costs, for example, rent, gas are apportioned between different projects, the method must be appropriate, check with your co-ordinator.

Capital Asset Register

- Capital asset is defined as:
 1. land and buildings (including any interest in land)
 2. items of equipment and other moveable and immovable assets, costing £2,500 or more, which on the date of purchase had a useful life of more than one year.
- Where a project has capital assets, these should be recorded in a capital asset register.

Financial Systems

- It is good practice for the project to have its own budget code within the organisation's financial system.
- Keep copies of invoices etc with claim forms to make audit easier.

Staff Costs

- Staff costs should identify the staff member, and be their actual costs, not an average cost across the team.
- Where staff do not work full time on the project, they need to keep time sheets to evidence the staff costs claimed. Time sheets should show date, time, activity and be signed by the staff member's manager.
- The hourly rate calculation should be clear, and based on actual working hours and actual salary costs.

Revenue Income

- If the project will generate income, this must be clearly shown in the projects budget.

Public and Private Match Funding in Kind

- You will need evidence to support staff costs where this is 'in-kind' funding. See notes re staff costs above, as the same evidence is required whether staff are ERDF or SRB or match-funded.

Private Match Funding

- If applicable, private sector match funding must be evidenced e.g. evidence of payments into organisation's bank account, or payment by the private sector towards project costs.

Auditable Trail for Outputs

- Evidence of all outputs claimed need to be kept. You may also need to show eligibility in terms of beneficiary postcodes if applicable to your project.



Project Monitoring and Verification Visit Report

Project Reference and Name:
 Organisation:
 Project Manager:
 Visit Date:
 Staff Present:

PROJECT MANAGEMENT AND MONITORING

Criteria	Measures	Satisfactory		Comments/Significant Changes
		Yes	No	
Files	Does project manager have copies of all relevant documentation: <ul style="list-style-type: none"> Project Application Form Offer Letter Quarterly Claims Project Managers Handbook 			

Project Profile	<p>Is project on target to meet profile?</p> <p>Has the profile in the offer letter been altered or amended?</p> <p>Aware of need to inform RPT of changes or possible underspends?</p>			
Outline of Activity	<p>Is activity being undertaken in line with the Project Application Form (PAF)?</p> <p>Has project met milestones in PAF and Project Profile?</p> <p>Any difficulties in delivery eg under-recruitment?</p>			
Events / workshops / activity has been undertaken	<p>Summary of activity undertaken?</p> <p>List of attendees/ verification of participants?</p> <p>Are attendees followed-up? Eg Evaluation Sheets</p> <p>Follow up Questionnaires</p>			

Outputs	<p>Are outputs being achieved and on target?</p> <p>Actions/activities in place to achieve outputs?</p> <p>How are outputs counted?</p> <p>How are Ethnic Minority related outputs counted?</p>			
Publicity	<p>Examples of suitable, targeted publicity?</p> <p>Does publicity acknowledge SRB/ERDF support?</p>			

Staffing	<p>Is project manager identified?</p> <p>List of staff working on project/job descriptions?</p> <p>Is there a recruitment policy? (equal opportunities, grievance procedure etc)</p> <p>Has any staff training been undertaken?</p> <p>Are staff aware of SRB / ERDF / etc and their funding requirements?</p> <p>Volunteers named and purely voluntary?</p> <p>Volunteers tasks described?</p>			
Added Value	<p>Are there increased hours, numbers, outputs and are these measurable?</p> <p>Are existing services being maintained at a level which could not be without SRB/ERDF funding?</p> <p>Is this a new or innovatory service which could not happen without SRB / ERDF?</p>			

Linkages to other projects	<p>Is project manager aware of other SRB/ERDF projects?</p> <p>Are there linkages with non-SRB/ERDF projects?</p>			
Organisation issues	<p>Does the managing agency have a written constitution/ Memorandum of Agreement?</p> <p>Is the membership of the Executive Committee (or equivalent) clearly stated?</p> <p>Are adequate records of meetings/ minutes maintained?</p>			
Evaluation and forward strategy	<p>Has project manager considered appropriate evaluation?</p> <p>Has a forward strategy been developed?</p>			

VERIFICATION OF CLAIMS

Criteria	Measures	Satisfactory		Comments
		Yes	No	
Project Costs	<p>Schedule of costs by headings in PAF?</p> <p>Audit trail to original documentation?</p> <p>Are all costs eligible?</p> <p>Is cost apportionment method written down and appropriate?</p>			
Asset Register	Are all capital assets recorded in the capital assets register?			
Financial Systems	<p>What system is used to record expenditure?</p> <p>Is it adequate?</p> <p>Is there an organised system of filing invoices/ receipts?</p>			
Staff Costs	<p>Salary records broken down into actual costs per staff member?</p> <p>Evidence of activity eg 100% or time sheets? (Also needed for volunteer time)</p>			
Income	Is project income recorded?			

Record of client details (where applicable)	Records available for participant individuals? Activities undertaken recorded? Record of outcomes/follow up activity?			
Public Sector Match Funding	Is confirmation of public sector match funding available eg offer letter?			
Public and Private Match Funding in Kind	How is this made up? Detailed audit trail for this? (i.e. payroll records, apportionment) Evidence available of donated time?			
Private Match Funding	Is there a record private sector match funding? Is it recorded/ monitored? How is it measured?			
Audit Trail for Outputs	Evidence of outputs? Recording mechanism in place? (method, frequency, etc)			

Annex K Postcodes

This guidance note has been generated in response to the large number of enquiries from project managers for the postcode details which cover the Single Regeneration Budget Round 5 (SRB5) and the European Regional Development Fund, Priority Two (ERDF P2) areas.

The use of postcodes has two main advantages in:

1. allowing project managers to ensure eligibility of beneficiaries (check whether they live within the funded area), and
2. allowing for resource mapping within the area to show the level of support and benefit gained from the various projects.

There are a number of commercial software products available to process postcodes, but none of these include regeneration funding areas such as SRB or ERDF. Commercial software postcode products are listed on the Royal Mail web pages. However these products are mainly for marketing purposes, and may provide little local analysis on inequalities or deprivation. Also, these software products have licence agreements, and prices will vary with the number of users.

For project management purposes, we suggest that the monitoring and analysis of beneficiaries can be done satisfactorily just by using the postcodes provided below. As a rough guide the SRB 5 area is covered by parts of six different postcode "sectors", as follows:

<u>Sector</u>	<u>Communities</u>
BB1 1 - -	Audley / Queens Park
BB1 2 - -	Shadsworth
BB1 3 - -	Whitebirk
BB2 1 - -	(Blackburn Town Centre)
BB2 2 - -	Mill Hill / Green Lane
BB2 3 - -	Infirmary

Project managers are advised to keep details of the postcode of all beneficiaries from now on for monitoring purposes.

Full Postcode List for SRB 5

BB1 1BA	BB1 1NB	BB1 1SA	BB1 1XH	BB1 2HR	BB1 3LB	BB2 3DU	BB2 4AA
BB1 1BB	BB1 1ND	BB1 1SB	BB1 1XJ	BB1 2HS	BB1 3LD	BB2 3DW	BB2 4AB
BB1 1BD	BB1 1NF	BB1 1SD	BB1 1YF	BB1 2HT	BB1 3LE	BB2 3DX	BB2 4AD
BB1 1BH	BB1 1NG	BB1 1SE	BB1 1YG	BB1 2HW	BB1 3LF	BB2 3DY	BB2 4AF
BB1 1BJ	BB1 1NH	BB1 1SF	BB1 1YJ	BB1 2HY	BB1 3LG	BB2 3EY	BB2 4AQ
BB1 1BL	BB1 1NL	BB1 1SG	BB1 1YL	BB1 2JA	BB1 3LH	BB2 3HG	BB2 4BA
BB1 1BN	BB1 1NP	BB1 1SH	BB1 1YS	BB1 2JB	BB1 3LJ	BB2 3HJ	BB2 4BB
BB1 1BQ	BB1 1NQ	BB1 1SJ	BB1 1YW	BB1 2JD	BB1 3LL	BB2 3HL	BB2 4HT
BB1 1BS	BB1 1NR	BB1 1SL		BB1 2JE	BB1 3LN	BB2 3HN	BB2 4HZ
BB1 1BT	BB1 1NS	BB1 1SN	BB1 2AA	BB1 2JF	BB1 3LP	BB2 3HP	BB2 4JE
BB1 1BU	BB1 1NT	BB1 1SP	BB1 2AB	BB1 2JG	BB1 3LQ	BB2 3HQ	BB2 4JF

BB1 1BW	BB1 1NU	BB1 1SQ	BB1 2AE	BB1 2JH	BB1 3LR	BB2 3HR	BB2 4JH
BB1 1BX	BB1 1NW	BB1 1SR	BB1 2AF	BB1 2JJ	BB1 3LW	BB2 3HT	BB2 4JJ
BB1 1BY	BB1 1NX	BB1 1SS	BB1 2AH	BB1 2JL	BB1 3NN	BB2 3HU	BB2 4LJ
BB1 1BZ	BB1 1NY	BB1 1ST	BB1 2AJ	BB1 2JN	BB1 3NP	BB2 3HW	BB2 4UB
BB1 1DA	BB1 1NZ	BB1 1SU	BB1 2AL	BB1 2JP	BB1 3NR	BB2 3HX	BB2 4UD
BB1 1DG	BB1 1PA	BB1 1SW	BB1 2AN	BB1 2JQ	BB1 3NS	BB2 3HY	
BB1 1DH	BB1 1PB	BB1 1SX	BB1 2AP	BB1 2JR	BB1 3NT	BB2 3LN	BB3 1ED
BB1 1DL	BB1 1PD	BB1 1SY	BB1 2AQ	BB1 2JS	BB1 3NW	BB2 3LP	
BB1 1DN	BB1 1PE	BB1 1SZ	BB1 2AR	BB1 2JW	BB1 5HN	BB2 3LT	
BB1 1DP	BB1 1PF	BB1 1TA	BB1 2AS	BB1 2JX		BB2 3LU	
BB1 1DQ	BB1 1PL	BB1 1TB	BB1 2AT	BB1 2JY	BB2 2AE	BB2 3LX	
BB1 1DR	BB1 1PN	BB1 1TD	BB1 2AU	BB1 2JZ	BB2 2AT	BB2 3LY	
BB1 1DS	BB1 1PP	BB1 1TF	BB1 2AW	BB1 2LQ	BB2 2AU	BB2 3LZ	
BB1 1DT	BB1 1PR	BB1 1TG	BB1 2AX	BB1 2LS	BB2 2BT	BB2 3NA	
BB1 1DU	BB1 1PS	BB1 1TH	BB1 2AY	BB1 2LY	BB2 2EB	BB2 3NB	
BB1 1DW	BB1 1PT	BB1 1TJ	BB1 2AZ	BB1 2PR	BB2 2ED	BB2 3ND	
BB1 1DY	BB1 1PU	BB1 1TL	BB1 2BA	BB1 2PS	BB2 2EE	BB2 3NE	
BB1 1DZ	BB1 1PW	BB1 1TN	BB1 2BB	BB1 2PT	BB2 2EF	BB2 3NZ	
BB1 1EA	BB1 1PX	BB1 1TP	BB1 2BD	BB1 2PU	BB2 2EW	BB2 3PA	
BB1 1EB	BB1 1PY	BB1 1TQ	BB1 2BE	BB1 2PW	BB2 2HE	BB2 3PB	
BB1 1ED	BB1 1PZ	BB1 1TR	BB1 2BG	BB1 2PX	BB2 2HH	BB2 3PD	
BB1 1EE	BB1 1QA	BB1 1TS	BB1 2BH	BB1 2PY	BB2 2HT	BB2 3PE	
BB1 1EF	BB1 1QB	BB1 1TT	BB1 2BJ	BB1 2PZ	BB2 2HZ	BB2 3PF	
BB1 1EH	BB1 1QD	BB1 1TU	BB1 2BL	BB1 2QB	BB2 2JE	BB2 3PG	
BB1 1EJ	BB1 1QE	BB1 1TW	BB1 2BN	BB1 2QD	BB2 2LD	BB2 3PH	
BB1 1EL	BB1 1QF	BB1 1TX	BB1 2BP	BB1 2QE	BB2 2LL	BB2 3PJ	
BB1 1EN	BB1 1QG	BB1 1TY	BB1 2BQ			BB2 3PQ	
BB1 1EQ	BB1 1QH	BB1 1TZ	BB1 2BS	BB1 3AF	BB2 3AB	BB2 3PX	
BB1 1EW	BB1 1QJ	BB1 1UA	BB1 2BT	BB1 3DR	BB2 3AD	BB2 3PZ	
BB1 1HF	BB1 1QL	BB1 1UB	BB1 2BU	BB1 3GR	BB2 3AF	BB2 3QJ	
BB1 1HN	BB1 1QN	BB1 1UD	BB1 2BW	BB1 3HH	BB2 3AG	BB2 3RA	
BB1 1HP	BB1 1QP	BB1 1UE	BB1 2BX	BB1 3HL	BB2 3AN	BB2 3RP	
BB1 1HS	BB1 1QQ	BB1 1UF	BB1 2BY	BB1 3HN	BB2 3AR	BB2 3RR	
BB1 1HT	BB1 1QR	BB1 1UG	BB1 2DA	BB1 3HQ	BB2 3AT	BB2 3RW	
BB1 1HU	BB1 1QS	BB1 1UH	BB1 2EB	BB1 3HR	BB2 3AU	BB2 3RX	
BB1 1HY	BB1 1QW	BB1 1UJ	BB1 2ED	BB1 3HW	BB2 3AW	BB2 3RY	
BB1 1JP	BB1 1RB	BB1 1UL	BB1 2EL	BB1 3HX	BB2 3AX	BB2 3RZ	
BB1 1JS	BB1 1RD	BB1 1UN	BB1 2EN	BB1 3HY	BB2 3AY	BB2 3SA	
BB1 1JT	BB1 1RE	BB1 1UP	BB1 2EP	BB1 3JB	BB2 3AZ	BB2 3SB	
BB1 1JW	BB1 1RF	BB1 1UQ	BB1 2ER	BB1 3JD	BB2 3BA	BB2 3SD	
BB1 1LA	BB1 1RG	BB1 1UR	BB1 2ES	BB1 3JL	BB2 3BB	BB2 3SE	
BB1 1LB	BB1 1RH	BB1 1US	BB1 2ET	BB1 3JN	BB2 3BD	BB2 3SF	
BB1 1LD	BB1 1RJ	BB1 1UU	BB1 2EU	BB1 3JP	BB2 3BE	BB2 3SG	
BB1 1LE	BB1 1RL	BB1 1UW	BB1 2EW	BB1 3JR	BB2 3BG	BB2 3SH	
BB1 1LF	BB1 1RN	BB1 1UY	BB1 2EX	BB1 3JS	BB2 3BL	BB2 3SL	
BB1 1LP	BB1 1RP	BB1 1UZ	BB1 2EY	BB1 3JT	BB2 3BQ	BB2 3SN	
BB1 1LR	BB1 1RQ	BB1 1XA	BB1 2EZ	BB1 3JU	BB2 3BS	BB2 3SQ	
BB1 1LS	BB1 1RS	BB1 1XB	BB1 2HA	BB1 3JW	BB2 3BZ	BB2 3SR	
BB1 1LT	BB1 1RU	BB1 1XD	BB1 2HB	BB1 3JX	BB2 3DP	BB2 3ST	
BB1 1LX	BB1 1RX	BB1 1XE	BB1 2HN	BB1 3JY	BB2 3DR	BB2 3SZ	
BB1 1LZ	BB1 1RY	BB1 1XF	BB1 2HP	BB1 3JZ	BB2 3DS		
	BB1 1RZ	BB1 1XG	BB1 2HQ	BB1 3LA	BB2 3DT		

Full Postcode List for Objective 2 Priority 2

BB1 1BA	BB1 1EW	BB1 1PB	BB1 1SL	BB1 1XF	BB1 2EB
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BB1 1BX	BB1 1JB	BB1 1PZ	BB1 1TD	BB1 2AE	BB1 2GJ
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“Excellent” - Audit Commission



BLACKBURN
with
DARWEN
BOROUGH COUNCIL

Project File

Project Name: _____

Project Manager/s:

	Name	Signed	Start date	End date
1 st				
2 nd				
3 rd				

Project File Structure

1. General Correspondence, including e-mail
2. Project Application Form, including all revisions and working papers
3. Offer Letter, signed copy, including all revisions
4. Copies of every claim – with working papers, bank statements, etc
5. Evidence of activity undertaken for whole project, not just funded %
6. A copy of the Evaluation and Forward Strategy Report
7. Examples of publicity, including “before and after” photographs
8. All staff Job Descriptions if 100% on project, timesheets if less than 100%
9. Volunteers – names, tasks, timesheets
10. For Voluntary and Community Organisations, a copy of the Constitution
11. A list of the members of the Executive Committee or Project Steering Group
12. Minutes of meetings held
13. Project Asset Register
14. Project Audit Certificates
15. Evidence of all match funding – public, private and in-kind
16. A copy of the Equal Opportunities Policy
17. Evidence of compliance with Procurement requirements
18. Evidence of compliance with State Aid rules