

Big Lottery Fund – Building Better Opportunities

Stage 2 Project Plan

Project ID: 0010269127

Project Reference: GLinc/1/1 - Considering Employment Options

Project Name: Greater Lincolnshire MOVE (Moving on, Volunteering & Employability)

Lead Organisation: Urban Challenge Ltd

a) Executive summary

The Greater Lincolnshire MOVE project provides a range of support activities and interventions to help economically inactive and unemployed people to start on the road back into employment. The project brings together a strong network of local delivery partners to build on existing employability provision. It will enhance support to address identified barriers to participation and create a more consistent offer throughout Greater Lincolnshire. The project will support 336 unemployed people and 336 people who are economically inactive over the 3 years.

It will help economically inactive and unemployed people to start on the road back into employment through:

- A holistic needs assessment that informs tailored individual support.
- Setting SMART, challenging but achievable actions/goals so that participants can measure their successes.
- Innovative taster engagement including gardening projects, volunteering taster sessions, and localised engagement activities to address barriers to participation and rural isolation.
- A range of support activities and interventions including 1:1 employability support, volunteering as a route to employment, digital inclusion activities, learning and skills development.
- Mentoring and progression support including peer to peer networks.

The project will also take the following approaches:

- Early engagement and intervention to prevent problems becoming entrenched.
- Joining up a range of interventions co-ordinated by a caseworker so that support is integrated.
- Effective referrals and signposting to other available interventions.
- Offering support tailored to local needs through a range of local and LEP area wide providers.
- Local case management, giving participants consistent support underpinned by a centralised programme co-ordinator.

The project will be delivered across the whole of the Greater Lincolnshire LEP area. This is one of the largest, most sparsely populated LEP areas (16th highest county population in England but 5th highest population (48%) living in rural areas (ONS)). It is home to a wide range of communities, economic influences and geographical area types, from seaside resorts to urban centres to rural isolated communities, each with its own distinct characteristics and challenges. Remoteness, separation from public services and an ageing and less mobile population all increase the need for localised provision.

Participants will be engaged through main delivery hubs and local access points in public and community settings to enable the project to deliver activities at easily accessible locations, particularly in those communities of highest need.

Main delivery hubs:

Scunthorpe, Grimsby, Lincoln City, Gainsborough, Market Rasen, Sleaford, Boston, Grantham, Spalding, Skegness, Horncastle & Louth.

Access points / project outreach:

Immingham, Barton, Kirton in Lindsey, Caistor, Saxilby, Bourne, Stamford, Sutton Bridge, Billingham and Mablethorpe.

The Project aims to bring about the following changes across Greater Lincolnshire:

1. *People have increased confidence and skills resulting in greater employability.*
2. *People have improved ability to self manage health and wellbeing, as a result of engaging in the project.*
3. *People have more positive attitudes to work, learning and/ or volunteering as a result of engaging in the programme.*
4. *Local communities are more resilient as a result of the project's activities through the personal development of participants and increased use of local facilities.*

The project directly contributes to local strategies and priorities of the Local Enterprise Partnership, Employment and Skills Board and local authorities across Greater Lincolnshire. We will therefore build upon existing relationships to ensure the project is co-ordinated strategically and linked into existing provision to raise awareness of the project and avoid potential duplication.

The project will engage local stakeholders throughout project to ensure that local issues are identified and the needs of our communities are being met. The project will also work with local employers to identify relevant skills needs and shortages in line with current and emerging employment markets.

B) Lead organisation summary

Our organisation

Urban Challenge Ltd is a registered charity (1072949) and company limited by guarantee (03438413). We deliver services through our local area offices known as Voluntary Centre Services.

Our aims / objectives are:

- To develop the capacity and skills of socially and economically deprived communities in Lincolnshire, making them better able to identify and meet their own needs and so participate more fully in society.
- To engage in social regeneration activities to improve the quality of life for people living within Lincolnshire through:
 - Capacity building - equipping people with the skills and knowledge to take an active role in regeneration issues and enhance their own personal development.
 - Community economic development - helping individuals and groups regenerate their community through developing sustainable enterprises.
- To promote and facilitate participation in volunteering and social action.

Our Vision is of a strong and pro-active community and voluntary sector improving the lives of people in Lincolnshire.

Our Mission is to enable the development of stable, thriving communities with the capacity to plan and manage lasting improvements to their quality of life.

Our Core Values are:

- **Empowerment** - We see the potential of individuals and communities, and support their development.
- **Quality** - We are committed to delivering high quality services and being recognised for the skills of our team.
- **Integrity** - We demonstrate honesty, respect for others and trustworthiness in all we do.
- **Inclusivity** - We believe everyone has a valuable contribution to make, and we encourage participation.

Our services

Our services are delivered in Lincolnshire, through our local area offices known as Voluntary Centre Services. These offices are located directly within the local authority districts of Lincoln City, North Kesteven and West Lindsey.

Our services are focused around supporting people to volunteer and supporting the community and voluntary sector. These include:

Volunteering (delivered through our three nationally accredited Volunteer Centres):

- Volunteer brokerage – matching individual volunteers with volunteer host organisations
- Training for volunteers (Induction training through the Volunteer Card)
- Marketing volunteering and delivering positive messages about the benefits of volunteering
- Good practice development and training for volunteer host organisations
- Volunteer opportunity development to increase the range of opportunities
- Campaigning and strategic development of volunteering

Support for community groups and voluntary organisations:

- Support to set up, grow and develop a group, organisation or social enterprise
- Practical information and support on legal structures, policies, procedures, etc
- Training to increase skills, knowledge and capacity
- Funding advice and information to secure investment
- Disclosure and Barring advice and DBS checking service
- Facilitation of local network and forums to share information

Our services are quality assured by NCVO (Volunteering England), and NAVCA through the Volunteer Centre Quality Award and the NAVCA Quality Award.

Our experience

Our staff team has substantial skills, knowledge and expertise to ensure the successful delivery of the project.

The CEO has significant experience of managing various EU and Big Lottery projects and has substantial knowledge of EU funding requirements to ensure that the project will remain compliant. This includes preparing and submitting grant claims, complying with procurement and publicity requirements and undertaking EU audits.

Our district-based offices are co-ordinated at a local delivery level by experienced Area Co-ordinators who manage well established and efficient staff and volunteer teams. The Area Co-ordinators have a wealth of local knowledge and are well connected to local partners and partnerships. Volunteers are an integral part of our organisation and will add value to the delivery of the project.

We have a diverse Board of Directors representing our local communities and participants. Our Directors have significant skills and experience in managing community and voluntary organisations including financial management and HR. Our current structure includes a Chair, HR Director, Finance Director and a Volunteer Liaison Director. Our Chair has vast experience as a senior trade union official and local elected member and our Finance Director has over 20 years experience through his role as Finance Director and Assistant Chief Executive at Lincolnshire Co-operative (see Section O, 'Project resources', for more detail).

Policies & procedures

We have a comprehensive range of policies and procedures in place including Health and Safety, Equality and Diversity, Data Protection, Confidentiality, Customer Care, Environmental Impact, Problem Solving, Volunteers and Safeguarding (see Appendix 15 for a full list).

Our safeguarding policy and procedures outlines the responsibilities our staff, volunteers and trustees have in respect of vulnerable adult and child protection. It also provides clear procedures that will be implemented where vulnerable adult or child protection issues arise. The policy enables staff/volunteers to make informed and confident responses to specific child and vulnerable adults protection issues. Safeguarding checks are carried out in line with Disclosure and Barring Service guidance and training is also provided for all staff and volunteers.

We also provide advice, training and guidance to community and voluntary sector organisations on safeguarding issues and offer a DBS checking service.

Our structure

The affairs of the organisation are managed by the Board of Directors. Appointments to the Board are determined by the company membership at the Annual General Meeting. The Board deliver in line with Trustee and Management Committee National Occupational Standards:

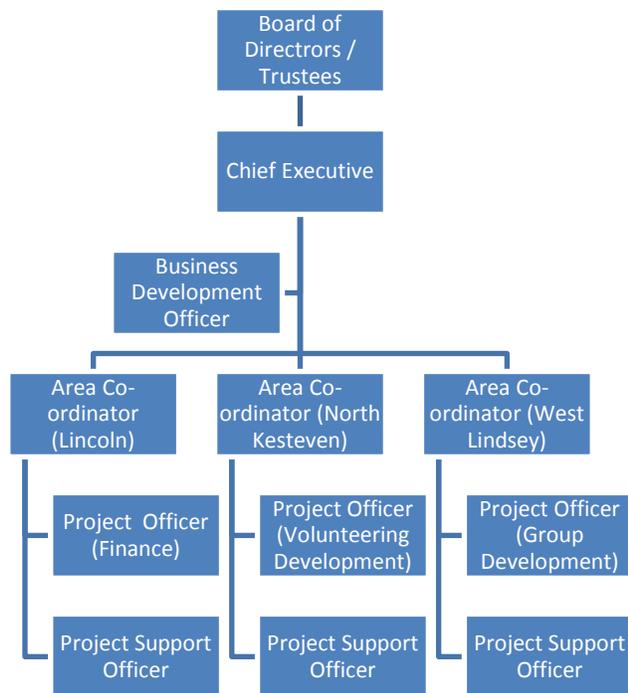
- Safeguard and promote the values and mission of the organisation
- Determine the strategy and structure of the organisation
- Ensure the organisation operates in an effective, responsible and accountable manner
- Ensure the effective functioning of the organisation's board

Operational Management is delegated to the Chief Executive. The management of the District based area offices is undertaken by the Area Co-ordinators who report directly to the Chief Executive. The area Co-ordinators are supported by a team of project officers and project support officers. Each project officer also has a bespoke specialism (e.g. Finance, Volunteering Development).

Decision making is carried out by the Chief Executive and Area Co-ordinators as a central management team and ratified by the Board of Directors.

Communication is paramount within the organisation and is demonstrated through the Directors taking a proactive role in communicating with and supporting staff and volunteers in their role as 'Volunteer Liaison' Directors.

Urban Challenge organisation structure chart:



Experience of delivering similar projects

Our experience of managing EU programmes has included ESF (co-financed) employment and skills programmes including a Learning Gateways project (2006-07) and a Tendering Opportunities for the Third Sector project (2008-10), both of which included a range of delivery partners across Lincolnshire.

We also have experience of managing ERDF projects including a Developing Economically Sustainable Communities Project (2004-06) and our recent Third Sector SME Support Programme (2013-15). These projects have required us to develop and sustain relationships with a range of other delivery partners within the public and private sector.

Our ERDF project was recently subject to a successful Article 13 audit which has provided us with valuable insight into the auditing processes and requirements for EU funded projects (in particular the evidence requirements for the apportionment of office overheads).

The management of these projects has provided us with the knowledge and experience in EU financial management, operational delivery, outputs and outcomes reporting, EU procurement and publicity requirements. This knowledge will be vital in supporting partners to comply with the EU regulations.

We have also delivered a range of Big Lottery funded programmes including BASIS (2007-13), New Opportunities Fund (2005-06) and Awards for All (2015-16). Our recent involvement in the Lincolnshire TLI project (2012-14) has also provided valuable insight into multi-agency partnership working across Lincolnshire.

Other experience of managing complex cross sector projects also includes the Russell Commission Vinspired project (2009-12) and our current grant agreement with the Lincolnshire County Council (2013-16) for the delivery of voluntary sector infrastructure services throughout Lincolnshire.

We also have experience of delivering a range of employment and skills provision through the SFA and DWP (2014-15) which has enabled us to learn from and develop innovative ways to engage people furthest away from the labour market.

Partnership working

Working in partnership is crucial to our organisation and our role in supporting and developing the community and voluntary sector.

The main partnership and networks we are involved in are as follows:

- Involving Lincs – As steering group and active consortium members, we support the Involving Lincs consortium of third sector infrastructure organisations to develop opportunities for collaborative working, increasing the flow of information cross the sector and to raise the profile of the sector, both internally and externally.
- Volunteer Centres Greater Lincolnshire & Volunteering Greater Lincs – We co-ordinate the Volunteer Centres and wider Volunteering Alliance across Greater Lincolnshire, which aim to create a consistent approach to developing local volunteering opportunities and supporting people to volunteer. The Alliance also enables joint campaigning and the development of strategic volunteering projects.
- Greater Lincolnshire Talent Match – We are delivery partners within the Greater Lincolnshire Talent Match programme employing a Youth Advocate for the Gainsborough area.
- Local employment and skills partnerships – We are members of local employment and skills partnership and feed into the Greater Lincolnshire Learning and Skills Board.
- Greater Lincolnshire ESIF Committee – We represent the community and voluntary sector on the Greater Lincolnshire ESIF Committee.
- Clinical Commissioning Groups (CCG) – We actively engage in local engagement groups of the CCGs and act as a conduit to circulate information across the community and voluntary sector and to local stakeholders.
- Community and Voluntary Sector Forums – We facilitate local community and voluntary sector forums to enable local groups and organisations to meet, share information and link into local projects and strategies.
- Cross sector partnerships – We have established partnerships with local authorities and other public sector agencies as well as bespoke partnerships with local businesses and stakeholders.

C) Partnership summary

Overview

The Greater Lincolnshire MOVE Project Partnership is made up of 24 third sector organisations and education providers.

How the Partnership was formed and how partners were selected

As outlined in the stage 1 application to Big Lottery, the partnership was generated through Involving Lincs (IL), a consortium of third sector infrastructure organisations. IL identified a lead partner by assessing expressions of interest based on a number of factors, including experience of managing similar projects and the ability to effectively manage and support delivery partners. EOIs were scored and assessed and prospective project leads were interviewed by an independent panel of IL members/ stakeholders.

Selection of delivery partners was carried out in line with ESF procurement rules and based on a strategy identifying the scope of the partnership required to deliver the MOVE project objectives, how to attract a range of organisations to the partnership and methods of engaging with organisations outside of the partnership that participants may be referred to for specialist support.

A common EOI form was developed with IL lead partners for the Engagement into Learning/ Supporting the Economically Inactive projects to ensure consistency. Invitations to submit EOIs were circulated through the IL network, websites and circulation lists of partners and local networks.

Scoring was based on demonstrating:

- Track record of delivering EU/ BLF projects and partnership working
- Financial controls
- Quality accreditations
- Geographical reach
- Identified need (and link to local strategic priorities)
- Scope of proposed activity/ ability to engage with target groups
- Role of participants in service design
- Bespoke support/ SMART outcomes for participants
- Ability to monitor participants' progress
- Additionality, innovation and value for money
- Commitment to cross-cutting themes

IL project leads shared scoring and ensured that partners were selected based on best fit with project requirements, sharing EOIs where appropriate to ensure alignment of activity to thematic objectives.

In stage 2 a comprehensive Due Diligence Questionnaire (DDQ) (and supporting documents such as copies of policies/ accounts/ evaluation reports from previous projects) was completed by all partners in order to ascertain in greater detail their plans for delivery, which policies they have in place and which may require further development, their commitment to the cross-cutting themes, their financial status, their approach to quality management, staff qualifications and detail such as VAT registration numbers/ Ofsted inspection dates etc. Each DDQ was individually assessed, areas for further development identified and, with the EOIs, used to inform project design.

This process resulted in one partner, Princes Trust, withdrawing from the project on the basis of their having to sub-contract a large proportion of their delivery, which is not permissible under BBO rules. They will continue to support the project as an external referral partner. Following discussions with project partners, it was felt that adequate generic employability support for young people will be available through existing delivery partners, however a new delivery partner will need to be procured to deliver the bespoke enterprise activity for young people who are NEET or at risk of becoming NEET (previously to be delivered through the Princes Trust). Procurement of the additional partner will be carried out in line with ESF procurement rules.

Partners have attended a series of information events about EU funding and BBO, run by Urban Challenge. Prior to the Stage 1 bid submission, these meetings were held on behalf of Involving Lincs but as project planning has progressed, they were aimed specifically at MOVE Partners, providing an opportunity to cascade information from funders and regional briefing events, and to discuss the project plan/ delivery. Information from these meetings is available on the Involving Lincs and Urban Challenge websites: <http://involvinglincs.org.uk/european-funding/> : <http://www.voluntarycentreservices.org.uk/european-funding-leps-and-the-3rd-sector/> .

Experience and expertise of project partners

The selection and due diligence processes demonstrated that members of the partnership bring a wide range of experience and expertise in delivering tailored support to people facing significant barriers to employment and in delivering ESF/ Big Lottery programmes.

Partner accreditations and quality marks were also taken into consideration: the majority of partners are Matrix accredited and Registered Data Controllers. Many training providers are on the SFA Register of Training Organisations, and/or Ofsted or QAA inspected. Other accreditations across the partnership include: Investors in People, Investing in Volunteers, Positive About Disability, NCVO Volunteer Centre Accreditation, PQASSO, NAVCA Quality Award, ACRE Quality Standard.

Many of the partners have strong working relationships through previous Involving Lincs consortium work and/or local projects.

| MOVE Project Partner | Experience and Expertise | MOVE Project Activities |
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| <p>Abbey Access Centre</p> <p>A Lincoln training centre based in one of the most deprived wards in the UK.</p> | <ul style="list-style-type: none"> • Between 2009-2015 Abbey has supported over 3000 learners with employability skills, achieving a consistent 45% progression into sustainable employment through delivery of the following contracts: • Awards for All/ Reaching Communities 2009/11 (BLF) • Working Communities Skills (ESF) • Response to Redundancy (ESF) • Skills Support for the Unemployed/ At Risk of Redundancy (SFA) • Enable/ Futures Community Learning 2014/15 (ESF) • Lincolnshire Enterprise ESOL Programme • Lincolnshire Enterprise Bridge the Divide Construction Programme | <ul style="list-style-type: none"> • 12 day programme: 3 days a week for 4 weeks. Followed by up to 6 months' weekly support. The 12 day programme will include: • Induction/enrolment, initial assessment, production of a personal development plan • Lessons on CV's, covering letters, application forms, interview/telephone techniques • Intensive supported job search • Courses in First Aid, Manual Handling, Fire Safety and bespoke courses to meet occupational preferences • Follow up support will include: • Links to employers • Work experience opportunities to close employment gaps • Ongoing job search, provision of access to computers/internet, stationery/postage etc • Ongoing support with personal issues |
| <p>Age UK Lincoln</p> <p>A local branch of the UK's leading charity for people aged 50+, Age UK Lincoln operates an Activity Centre in Lincoln and 2 outreach day centres.</p> | <ul style="list-style-type: none"> • Partner in a BLF Advice Service Transition Fund project from which a partnership of the 7 Lincolnshire CABs, 4 Age UKs and the Lincolnshire Credit Union collaborated to develop the Lincolnshire Advice Network (LAN) and its delivery vehicle Lincs2Advice. • Age UK Lincoln have been providing volunteering opportunities that support people to re-train, upskill and gain experience in a varied working environment which has assisted them to go on to gain employment for more than 30 years. | <ul style="list-style-type: none"> • A practical program of volunteer work experience across Age UK departments, tailored to support beneficiaries into employment in an area they are interested in. Experience would be available in: catering, reception, administration, day centres, IT support, welfare advice, Carers' Connect and Wellbeing Service coordination. • Each participant would have 35 hours' induction training, and a Personal Development Plan of Work Experience and Training which would belong to the volunteer and they could use when attending interviews for paid employment in the future. • In addition to work experience we would be able to offer and source training opportunities both in house and externally and provide practical experience of application writing and interview techniques. |
| <p>Bishop Grosseteste University, Lincoln</p> <p>An independent</p> | <ul style="list-style-type: none"> • Wide range of learning opportunities for 2200 students per annum. • Bishop Grosseteste has delivered employability training, psychometric | <ul style="list-style-type: none"> • Careers IAG, Psychometric Assessment and Analysis, Digital Literacy / Business start-up support, Life Coaching and a range of support to beneficiaries requiring counselling and/or support with other low- |

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| <p>university.</p> | <p>testing and counselling through three ERDF jointly-funded projects to the value of £2 million over recent years.</p> | <p>level mental health issues.</p> <ul style="list-style-type: none"> • Support from counsellors, psychoanalysts and or Life Coaches to ensure that they are ready to progress to the next stage of support. • Beneficiaries will receive an equivalent of 3 full days' support (over several weeks), either 1:1 or in groups, as well as pre- and post-follow-ups. |
| <p>Boston College</p> <p>A medium sized general FE College.</p> | <ul style="list-style-type: none"> • Delivering education and training at levels from pre-entry to HE, across almost all sector subject areas and to all ages from 14 upwards. • Boston College has particular expertise in offering support for young people who are NEET, and have led/ delivered numerous EU-funded projects over to the value of £10m of since 2000. | <ul style="list-style-type: none"> • Working with those aged 16 – 18 who are NEET. Support will include: • Employability skills e.g. CVs, career planning, interview skills • English and/or Maths • Enterprise Project • 1:1 Tutorial/mentoring • Average 12 hours' support per week over 12 weeks (but may be longer depending on needs of the young person) |
| <p>Boston Mayflower</p> <p>A Registered Social Landlord with over 4500 units of accommodation in the Boston and other districts of Lincolnshire.</p> | <ul style="list-style-type: none"> • Delivers projects addressing financial capability, affordable warmth and living independently, both to tenants and the wider community. • Currently leading the BLF-funded FIT4 Your Future partnership between Boston Mayflower, Boston Citizens Advice Bureau, TaylorITEX and Lincolnshire CVS, working with vulnerable clients to help break down barriers to financial confidence. • Boston Mayflower has previously managed East Midlands Objective 2 Funding (ERDF) for the development of Social Enterprise activity in the Boston Borough area. • Has been the lead for the ESF Funded East Midlands delivery of the Families with Multiple Problems project in Boston. | <ul style="list-style-type: none"> • Running weekly group sessions with ongoing intensive support tailored to the needs of individuals. This would include: • 1:1 employability support • Access to Job Club support • Support with accessing local volunteering opportunities • Support with Job Interview preparations • Access to interview clothes (incentives) • Access to online learning • Access to training • Support with the transition from benefit to wage payments and help to understand what impact a change of circumstance may have on an individual's income. |
| <p>Children's Links</p> <p>A national children's charity that delivers engagement activities in Children's Centres across 4 districts of Lincolnshire for young people, their families and communities to improve the quality of life and ensure that they can achieve their</p> | <ul style="list-style-type: none"> • Current and previous projects include: • Employability skills specifically to young people and to parents through 2 national projects under the banner DO IT 4U. • Contracted by the local authority to deliver positive activities for NEET young people • Talent Match for NEET young people aged up to 24 • Information, Advice and Guidance (IAG) for people wishing to work in the | <ul style="list-style-type: none"> • A suite of half-day small-group sessions, 3 times a year, on life skills (teamwork, communication, interview techniques), focussing on identifying transferable skills gained from life experience. • A job club drop in session for 2 hours/week focussed on developing CVs and personal statements, identifying skills and job application support. • A more targeted programme will be delivered 3x/year, addressing wellbeing and healthy lifestyles in 6 x 2 hour sessions. • Additional support will be offered to find |

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| <p>full potential.</p> | <p>Children's Sector</p> <ul style="list-style-type: none"> • Play 4 Life: a short programme of interactive training for parents/ carers of young children to get their children becoming more active: for a number of clients, this led to volunteering, training or employment in the childcare sector. | <p>volunteering and employment opportunities, particularly in the specialist area of working with children.</p> |
| <p>CLIP Learning</p> <p>A social enterprise that specialises in widening access to education and training opportunities in rural, coastal and peripheral communities, through outreach and community learning centres in Gainsborough, Market Rasen and Mablethorpe.</p> | <ul style="list-style-type: none"> • CLIP has a wide range of experience in delivering ESF projects, including: Skills Support for the Unemployed, Working Communities, Response to Redundancy, Employee Training on the Coast, Mentoring Young People, Rural Skills Project. • Other services include: education and training – both accredited and non-accredited - to increase confidence/ develop skills that support progression to employment. • Weekly Job Clubs. • Learning Minds, a project that supports people with mild-moderate mental health problems. | <ul style="list-style-type: none"> • An 'average' participant will have weekly meetings with their advisor for 6-8 months. This will involve a 'job-seeking journey' which will include: • Stage 1 Engagement - initial assessment and induction, prior work and learning experience, current health and well-being, assessment of starting point through agreed measurement tool (e.g. Outcome Star) • Stage 2 Full IAG (information, advice and guidance) – IAG notes, career plan, CV, basic cover letter, introduction to job search techniques, identification of training needs (e.g. ICT) • Stage 3 Work skills – preparation for interviews, transition to work (e.g. benefits), signposting to training, work experience or volunteering • Stage 4 Work coaching – on-going support to find work, in-work support, project completion, measurement of 'distance travelled' (e.g. Outcome Star) and review. • Support and learning will be delivered through community learning cafes, outreach, IAG/ action planning support, weekly job clubs at each centre and support into learning or volunteering. |
| <p>Framework Housing</p> <p>A Registered Social Landlord delivering 60 varied services across the East Midlands and South Yorkshire.</p> | <ul style="list-style-type: none"> • Services are delivered to people experiencing multiple and complex barriers to employment, including: offending, substance misuse issues, mental health difficulties, physical disabilities and homelessness. • Framework's EVE Works service has been delivering ESF co-financed employment services for 7 years to 1500 people per year. • Experience of delivering BLF programmes includes the 'Fulfilling Lives' project, and Opportunity Nottingham, a 'Case Management' model to support people with complex needs. | <ul style="list-style-type: none"> • Use of a diagnostic tool to identify a client's most significant barriers to employment and we then invest significant targeted support hours to enable the client to overcome those barriers. Specific interventions include: • One to one appointments • Diagnostic assessment and understanding your barriers to work • Better off calculation • Specialist therapeutic interventions for people on health related benefits • Employability skills workshops, motivation, personal development, online learning • Understanding the labour market and how to apply for 'hidden jobs' • Coaching sessions • Pre-Employment Routeways (PET) • Supported Job Search, applications, mock |

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| | | <p>interviews</p> <ul style="list-style-type: none"> • English, Maths and IT support • Volunteering, Work Placements • Self-Employment and Enterprise Finding people who have been through programmes and can act as Peer Mentors and 'Engagement Support Mentors'. |
| <p>Grantham College</p> <p>A small to medium sized FE College. BBO lead partner for Greater Lincolnshire Engagement Into Learning project.</p> | <ul style="list-style-type: none"> • Education and training for people aged 16+, from basic/ life skills programmes to Foundation Degrees. • The College has managed an SFA contract to engage with young people who are or at risk of becoming NEET since 2013 • Delivering ESF projects for 15 years. The College has just completed an ESF project in partnership with Derby College, working with economically inactive people to upskill them and help move them closer to employment. | <ul style="list-style-type: none"> • Wrap around support to engage participants, provide extensive IAG and create a personal development plan detailing aspirations, goals and next steps (using the STAR model). Diagnostic assessments will be used to establish skills gaps and a tailored training and support plan will be put in place to ensure that participants have access to relevant training to secure employment locally. Whilst programmes of support will be different for each individual, it is anticipated that a minimum of 12 days of training/support will be required. Activities would include: <ul style="list-style-type: none"> • Employability • Literacy/Numeracy/ICT • Confidence building/CV creation/Interview Skills/Job Search • Relevant vocational training as required • Relevant certificated courses as required i.e. First Aid, Health and Safety (CSCS card), Basic Food Hygiene, Introduction to Retail. • Grantham College will provide any vocational training and using mainstream funding, participants will have the opportunity to progress to Traineeships and Apprenticeships where appropriate. |
| <p>Green Synergy</p> <p>A Lincoln based charity which delivers a range of supported community gardening and social and therapeutic horticulture projects</p> | <ul style="list-style-type: none"> • Services/ projects include: small scale community gardens, training workshops and specialist social and therapeutic horticulture interventions to support people in overcoming barriers that prevent them from fully engaging in society and progressing towards employment. • In 2015 Green Synergy delivered the ESF/SFA-funded 'Stepping Stones Garden Project' through weekly supported gardening sessions. | <ul style="list-style-type: none"> • Beneficiaries will receive a tailored programme of informal training and supported volunteering, centred round gardening, to gain an all-round basic knowledge of horticulture. • Each participant will receive induction training, a personal development plan, weekly one-to-ones with their key worker, to track progress and develop goals. • The project will run sessions for two days a week. • Each participant will be with the project for approximately 10-15 hours per week (average- 12 hrs per week x 48 weeks = 600hrs per annum per participant), with additional volunteering if required. |
| <p>Learning</p> | <ul style="list-style-type: none"> • Services include Information Advice | <ul style="list-style-type: none"> • Support workers will help participants identify the issues and problems, develop |

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| <p>Communities</p> <p>A charity providing access to adult learning, including Literacy and Numeracy, employability skills, ICT training and learning for leisure.</p> | <p>and Guidance and access to community services such as Credit Union and CAB.</p> <ul style="list-style-type: none"> • Learning Communities recently delivered an ESF/ DWP Families with Multiple Needs project, providing support for families with the overall aim of entry into employment, resulting in 1 in 4 participants returning to work. | <p>(SMART) goals and then to jointly create an individual “Steps to Success” plan. Person-centred support identifies the aims of the individual; there is no imposed timed agenda. Participants will have:</p> <ul style="list-style-type: none"> • A ‘Steps to Success’ plan, jointly created to enable positive change with SMART goals. This and the ‘Plan for Progress’ will be sufficiently flexible to adapt to changes in circumstances as they arise. • Long-term, on-going support, providing sufficient time for changes to happen without pressure. Support workers offering advocacy with agencies and organisations, and show an individual how to manage future similar situations thereby helping to build their confidence. • Optional appointments at home, making appointments more accessible. Once an individual has got their immediate problems under better control, classes and training can be offered to enable them to move onto befriending roles, further training and education. |
| <p>Lincolnshire Action Trust</p> <p>A local charity working with offenders, ex-offenders, prisoners and their families across Lincolnshire and surrounding areas.</p> | <ul style="list-style-type: none"> • LAT work with statutory agencies to identify gaps in provision, and deliver interventions covering several of the ‘reducing re-offending pathways’ including employment, training and education; accommodation; finance and debt; and children and families. • Delivering interventions to over 3000 participants per annum. | <ul style="list-style-type: none"> • Assessment of needs around ETE and barriers including mental and physical health, substance misuse, accommodation, debt, caring responsibilities, criminal record, culminating in individual SMART action plan • Employment plan with short term and medium / long term goals • Coaching sessions via support mentors to include training and awareness about how to gain and sustain employment • Activities to build confidence and self esteem • Advocacy with opportunity providers, and employers • Employer engagement to develop opportunities, and to coach / support beneficiaries to gain and sustain employment, including in-work support if needed • Engagement and supported referral to other support agencies • This would be delivered through 1-1 and small group interventions, with regular reviews. Bi-weekly contact with all beneficiaries, although this could be increased or reduced to meet individual need. 2/3 cohorts of 5-8 beneficiaries, supported for approximately 6 months. |

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| <p>Lincolnshire Community and Voluntary Service (LCVS)</p> <p>A third sector infrastructure support organisation which provides comprehensive support services to voluntary and community groups and volunteer brokerage.</p> | <ul style="list-style-type: none"> • Four Volunteer Centres that house a mixture of Volunteering officers, Community Development officers and members of the Lincolnshire Health Trainers team. Delivering wellbeing courses and pre-volunteering preparation. Manage Boston Community Transport service. • Services are delivered through a mixture of Jobcentre Plus co-location, Volunteer Centre appointments and support and outreach to outlying villages. • Previous projects include: mentored volunteering (Mental Health Promotion Fund), evaluation partner for Boston Mayflower's FIT 4 project, local authority Peoples Partnership project management, Nesta/ Lincolnshire Police-funded Police Support Volunteers project (in partnership with Urban Challenge), Volunteering in Childrens Centres project. | <ul style="list-style-type: none"> • A common approach to support agreed with LCVS, VANL and VANEL. Following initial needs assessment and Personal Development Planning: • weekly 1:1 support for an average of 6 months (depending on need) to tackle barriers, IAG, CV building, help to complete application forms, practice interviews and support to find volunteering opportunities to address individual transferable and/ or vocational skills building needs. • Up to 12 hours of group support e.g. using volunteering to enhance employability, talking about volunteering in application forms and interviews, confidence building, volunteering preparation courses (including customer service, equality and diversity, health and safety and health and wellbeing modules). • Referral into volunteering, with optional mentor support. • Progression support: fortnightly for up to 3 months. |
| <p>Riverside Training</p> <p>Training centre based in the heart of the most deprived ward of Gainsborough.</p> | <ul style="list-style-type: none"> • Offers accredited and recreational courses, IAG and employability support. • NEET support/ traineeships for 16-24 year olds and support for people with mental health difficulties. • The centre has delivered several ESF projects as a sub-contractor, e.g. taster courses, job club and a "Control Your Future" course for long term unemployed people. | <ul style="list-style-type: none"> • 1:1 advice and support: 40 hours per individual to explore barriers, skills and interest assessments, assessing basics skills needs, mind mapping and career planning. Looking at a wider range of employment options, taking into consideration solving barriers or potential barriers. • Individual job searching activities will also be supported encompassing basic IT skills if required. This will be a very tailored service and will focus on the individual's needs, current skills and barriers • Each client will have 2 follow-up calls to see how they are progressing, if further support is required and to capture progression evidence. • Quarterly workshops e.g. interview skills, motivation, self-employment. • Exit Interview – each client will have a closing/exit interview when they feel they have achieved their aims or achieved progression. |
| <p>Seagull Recycling</p> <p>A small charity in Skegness, Seagull supports over 1300 people per annum,</p> | <ul style="list-style-type: none"> • Accredited/ non-accredited training and real life (often environmental) work activities are targeted at supporting clients to overcome barriers to employment. • Subcontracted to deliver SFA projects | <ul style="list-style-type: none"> • Activities will be available throughout the year, including weekends/ evenings if necessary to suit the needs and circumstances of the individual. • Beneficiaries will receive max. 180 guided activity hours (but more would be available if required). |

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| <p>mainly from the deprived coastal wards.</p> | <p>and as a local authority training provider.</p> <ul style="list-style-type: none"> • Training is followed by additional support into progression opportunities including employment. | <ul style="list-style-type: none"> • Activities will follow a full initial assessment and action plan (Journey Booklet) and will include literacy/numeracy/ICT support, preparation for employment sessions, developmental community learning and many different practical/ vocational/ occupational skills areas to maximize clients' developmental opportunities. • Volunteering opportunities will also be available and community support activities locally. • Job coaching, links with local employers and local job markets, IAG and enterprise activities leading to employment/self employment will also be offered. |
| <p>Sortified</p> <p>A community driven social enterprise focussed on supporting people to tackle issues around rurality and ageing.</p> | <ul style="list-style-type: none"> • Delivery includes intensive and bespoke support solutions within specific areas of the county with pockets of deprivation, rurality and/or with multiple unmet needs. • Projects aimed at improving outcomes for older people, carers, people with learning disabilities and people with dementia. | <ul style="list-style-type: none"> • Each participant would be offered: • A Start Up Meeting, including person-centred planning to understand the individual person's ambitions, needs and existing barriers • A Monthly Meeting, to arrange, support and monitor the progress of tailored interventions and inputs • Additional 1:1 support meetings would be available during difficult or complex times. All sessions would also include building bespoke products for that individual, to meet their desired end point (i.e. volunteering, work readiness, acquire new skills, or improve their abilities as a carer) and to mitigate previous barriers to this (i.e. respite, sitting services, travel etc.) • A Review meeting at the end of interventions or annually • 1:1 Support (at around 12 hours per year) delivered flexibly as needed • This would amount to around 40 hours per participant per year. This would be delivered by a suitable member of the team at a management level. • 4 quarterly peer support meetings each year for all participants. |
| <p>Taylor ITEX</p> <p>A CIC focused on providing accessible learning and skills opportunities in and around Boston.</p> | <ul style="list-style-type: none"> • TaylorITEX has experience of delivering ESF and Big Lottery Funded programmes, both directly and as a sub-contractor. • Projects have included: an employability programme with Boston College, Talent Match with Princes Trust, community learning for the local authority, as a Locally Trusted Organisation for Boston Big Local | <ul style="list-style-type: none"> • Beneficiaries will be offered a minimum of 2 hrs per week with a one to one specialist coach, in addition to a minimum of 1 x 7 hr group workshop every month • They could access 96 hrs of one to one and 84 hrs of group workshops every year, giving a minimum total of 180 guided learning hours per year. • Beneficiaries will be offered 1 -1 support and mentoring giving them an intensive initial assessment to identify current skills |

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| | <p>Lottery initiative, skills support for the Work Programme, National Careers Service delivery.</p> <ul style="list-style-type: none"> • A delivery partner for the Boston Mayflower FIT4 Big Lottery programme. | <p>and abilities, access to our full range of employability programmes covering careers information, guidance and support, confidence, communication skills, and many other workshops.</p> <ul style="list-style-type: none"> • A Specialist Coach will work with beneficiaries building action plans, setting goals, and creating learner journeys with them to ensure that each individual is fully aware of their starting point, their sets of goals, and working towards achieving them. |
| <p>Voluntary Action North East Lincolnshire (VANEL)</p> <p>A third sector infrastructure support organisation which provides support services to voluntary and community groups and volunteer brokerage.</p> | <ul style="list-style-type: none"> • Along with Urban Challenge, LCVS and VANL, it is part of the Voluntary Centres Lincolnshire network, the main activities of which are provision of organisational development services to voluntary and community groups, development of best practice and a volunteer brokerage service for groups, public sector and volunteers. • VANEL works closely with job centres, the probation service and mental health services to assist their clients via volunteering pathways back to work. Other services include supporting NEET young people to secure paid work in voluntary and community groups, IAG and training. | <ul style="list-style-type: none"> • A common approach to support agreed with LCVS, VANL and VANEL. Following initial needs assessment and Personal Development Planning: • weekly 1:1 support for an average of 6 months (depending on need) to tackle barriers, IAG, CV building, help to complete application forms, practice interviews and support to find volunteering opportunities to address individual transferable and/ or vocational skills building needs. • Up to 12 hours of group support e.g. using volunteering to enhance employability, talking about volunteering in application forms and interviews, confidence building, volunteering preparation courses (including customer service, equality and diversity, health and safety and health and wellbeing modules). • Referral into volunteering, with optional mentor support. • Progression support: fortnightly for up to 3 months. |
| <p>Voluntary Action North Lincolnshire (VANL)</p> <p>A third sector infrastructure support organisation, providing support services to voluntary and community groups and volunteer brokerage.</p> | <ul style="list-style-type: none"> • Like VANEL, Urban Challenge and LCVS, as a member of the Volunteer Centres Lincolnshire network VANL delivers support to community and voluntary organisations and volunteer brokerage. Vocational, accredited and non-accredited training is provided, as is support for people to enhance employability by volunteering. • Through the Employer Supported Volunteering programme, VANL has strong working relationships with local employers. | <ul style="list-style-type: none"> • A common approach to support agreed with LCVS, VANL and VANEL. Following initial needs assessment and Personal Development Planning: • weekly 1:1 support for an average of 6 months (depending on need) to tackle barriers, IAG, CV building, help to complete application forms, practice interviews and support to find volunteering opportunities to address individual transferable and/ or vocational skills building needs. • Up to 12 hours of group support e.g. using volunteering to enhance employability, talking about volunteering in application forms and interviews, confidence building, volunteering preparation courses (including customer service, equality and diversity, health and safety and health and wellbeing modules). • Referral into volunteering, with optional |

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| | | <p>mentor support.</p> <ul style="list-style-type: none"> • Progression support: fortnightly for up to 3 months. |
| <p>YMCA Humber</p> <p>Local member of the YMCA Federation in England. Supports and develops young people to live successful, sustainable lives before moving on to independent living.</p> | <ul style="list-style-type: none"> • Provide support housing for up to 150 young people with multiple, complex needs who are NEET, including ex-offenders. Support young people into education, employment or training and help them with health, substance and financial problems. • Other services include: training, sports facilities, youth outreach and community services to young people and their families in the region. • Experience of consulting service users through Detached Street Youth Work with young people gathering their thoughts on how they would improve their local community and get involved in positive activities. • Recently delivered a BLF Awards for All youth project in North East Lincolnshire. | <ul style="list-style-type: none"> • Participants will receive: • Initial needs/skills assessment • Weekly job clubs and job search support • Identifying suitable training, volunteering and employment opportunities, to match up with each individual needs • Support to produce a written and digital CV (DVD) • Support to set realistic goals for submitting job applications to employers. • Mock Interview” training by real life local employers • Support into a training, volunteering, work placement or employment opportunity from our Employment Placement Specialist |
| <p>YMCA Lincolnshire</p> <p>Local member of the YMCA Federation in England. Supports and develops young people to live successful, sustainable lives before moving on to independent living.</p> | <ul style="list-style-type: none"> • Provide 121 units of accommodation for vulnerable young people, a Health Club, two Childcare facilities and a Youth Work team. • Services to help people address multiple, complex barriers including: homelessness, debt, substance abuse, mental health issues. • Existing services include: supporting economically inactive, homeless, long-term unemployed people and those most at risk of social exclusion through training, IAG, digital inclusion and intensive support to improve personal circumstances. | <ul style="list-style-type: none"> • Participants will attend classes and workshops for 15 hours a week. Beneficiaries will receive: • Functional Skills training in English and Mathematics using BKSB interactive skills solutions, following educational assessments. • Soft skills training, e.g. CV Writing and Interview workshops • Pastoral care to ensure that learners stay motivated and encouraged to succeed. • Short employability courses • They will complete qualifications in; Level 2 Award in Emergency First Aid at Work, Level 2 Manual Handling, Level 2 Health and Safety and Fire Awareness/Warden Training. • Opportunities to volunteer within YMCA to learn new skills and increase their personal development. • Away days to work on team building skills and self-confidence, e.g. Climbing and Bouldering sessions. • Signposting into traineeships. |
| <p>Crosby Employment</p> <p>The training and employability support</p> | <ul style="list-style-type: none"> • Delivers community support to tenants and deprived communities, including training, digital inclusion, employment and enterprise. | <ul style="list-style-type: none"> • Support coach one hour per week to work one to one with each participant • 2 training days per month for all participants to deliver a planned training package to support their journey back to work or |

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| <p>arm of Ongo, a Registered Social Landlord in North Lincolnshire.</p> | <ul style="list-style-type: none"> • Services include job clubs, coaching, 1:1 employability support and an Apprentice Training Agency. • Previous projects include: • Talent Match (2014-present) delivered to young people who are long term unemployed/ single parents • Stepping Stones Lone Parents (2012-13) Supported 32 lone parents to re-engage in learning. 8 moved into employment. • Working Neighbourhoods (2010-13) 514 unemployed people aged 18-65 supported into min. 13 weeks employment • Empowering project (2012-14) 59 ex-offenders supported into min 6 months employment with no reoffending. • Community Learning (2011-15) 500+ training courses delivered to unemployed people aged 19+ • ESF skills training (2008-10) Range of training courses to support 150 people to move closer to employment • Future Jobs project (2010-11) 80x 6 month work placements resulted in 52 young people gaining employment | <p>learning including life skills, managing the home and money, confidence building then moving on to qualifications to enhance their learning and CV such as health and safety, manual handling, customer service followed by employability training to get them ready for work.</p> <ul style="list-style-type: none"> • Support will be tailored to individual needs, giving the support coach opportunities to meet individual needs and aspirations as they move along their individual journey e.g. access to a work placement, sporting and fitness activities, CSCS card. |
| <p>Community Lincs</p> <p>A rural community development charity and infrastructure body, supporting community groups, enterprises and individuals.</p> | <ul style="list-style-type: none"> • Projects aimed at helping communities and residents to tackle issues related to rurality, and helping them to realise their potential. • Delivery of a digital skills development programme with the local authority. • Community Lincs has been the accountable body and lead delivery agent for a number of large Big Lottery funded projects including the Transforming Local Infrastructure project, the Basis Communities Together project and the T.E.D. in East Lindsey Ageing Better project. | <ul style="list-style-type: none"> • Supporting women into work, training or developing their own business through the development of peer support, inspiring events and digital skills development. Holistic digital needs assessment that informs tailored individual support plans. This will include getting online, using Microsoft Office and accessing employment. • 2x4 training sessions/ year, suited to the needs of women wanting to move into employment or set up businesses. This will help them to develop employability skills and to actively connect them with women who already run businesses, resulting in improved personal support and practical skills development. • Peer networking / digital skills events every year aimed at supporting the beneficiaries of this project helping them to develop skills and connect with positive role models. • For those wishing to set up their own businesses, help to develop and implement digital business skills including developing digital business strategies, selling and marketing on-line and using online peer to |

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| | | peer network support and webinars facilitated by the creation of a virtual platform. |
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Detail on the programme delivery that each partner will offer is included in the Partnership Involvement Summary (Appendix 12).

Partnership working arrangements

Working arrangements will be formalised through a number of documents (see Appendices 11 and 15):

- The Partnership Agreement
- Service Level Agreements with each partner, detailing specific activities, outputs and outcomes that they will deliver, detailed reporting and monitoring schedules, payment schedules and financial arrangements.
- A list of policies that partners will be expected to comply with

Partnership working will be guided by the project plan, and supporting documents including:

- Sustainable Development Action Plan
- Equality and Inclusion Action Plan
- Marketing and Communications Plan

A framework of partnership meetings will provide direction, review performance and share lessons learned as part of the continuous development and quality improvement of the project (as detailed in Section I). Briefly, these will consist of:

- Project Management Board – oversight of delivery, evaluation feedback and progress against plans. Involves senior representatives of partners. Quarterly.
- Area Delivery Sub-groups (1x north and 1x south) – discussion of day-to-day delivery issues between frontline staff/ volunteers. Quarterly.
- Participant Involvement Sub-group (1x north and 1x south) – community representatives, stakeholders and participants review delivery, share experiences and make suggestions for improvements. At 6 month intervals.
- 1:1 meetings between the Project Coordinator and each delivery partner to review performance, undertake some internal audits and ensure regular two-way communication. Quarterly.
- Task and Finish Sub-groups – representatives of partners/ other sub-groups, formed to address specific pieces of work/ issues. Ad hoc and time limited.

The partnership structure and communications framework is summarised in the diagrams in Appendices 1 and 2.

D) Learning and evidence

Working with other organisations

Further to submission of the Stage 1 Building Better Opportunities bid, MOVE partners have met regularly throughout the project planning stages, and have been encouraged to share experience, concerns and suggestions. There have also been 1:1 meetings between the project planning team and individual partners' in order to discuss delivery options based on their particular expertise in delivering this type of project and/or to similar target groups.

Involving Lincs is a consortium of third sector infrastructure organisations from across Lincolnshire. Urban Challenge has taken the lead for the consortium in bringing the community and voluntary sector together to engage in the 2014-20 European funding programme. This has involved developing cross sector relationships with the Local Enterprise Partnership and highlighting the role the sector plays in the economy of Greater Lincolnshire. We have actively promoted the opportunities within the European programme across the sector through our website, information workshops and a bespoke European funding bulletin. We have also

developed a third sector strategy which highlights the role of the sector and how it can support the GLLEP in the delivery of its priorities.

Project planning has been informed by the findings of the Transforming Local Infrastructure (TLI) research report (2013), led by Urban Challenge. This identified a number of barriers, gaps and areas to be addressed in developing services in Lincolnshire. The recommendations from this report include increasing the range of opportunities for people with additional support needs, development of flexible/'micro' volunteering and provide opportunities for employees and groups to get involved in.

Volunteering Lincolnshire is a sub-group of Involving Lincs and has become the vehicle for the delivery and communication of the countywide volunteering strategy. It provides a co-ordinated voice and steer on volunteering across Lincolnshire and also now includes partners from Greater Lincolnshire. Volunteer Centres remain at the heart of this group, with Urban Challenge acting as the lead organisation within it. The group has developed a coordinated approach to delivery of MOVE volunteering services, to ensure consistency of participant experience.

Other BBO Leads: Urban Challenge has worked closely with Grantham College, the lead partner in the GLLEP BBO Engagement into Learning project, and to a lesser degree (as this project is less closely aligned to Considering Employment Options) with Lincs Community Foundation, the lead of the Money and Debt Advice project, to design complementary services, create economies of scale (for example through procurement) and avoid duplication. Project leads (including - at stage 1 - Childrens Links, the Involving Lincs lead on the Supporting the Economically Inactive project) have worked together to identify project delivery partners, provide joint workshops and planning meetings and develop consistent systems and processes including a single management information system.

We have created links with BBO project leads in the Humber, with whom we intend to develop joint locality-based delivery groups to ensure co-ordinated provision across North and North East Lincolnshire to avoid any potential duplication. We have also created links with BBO leads in Leicestershire, to share best practice and co-ordinate provision with our neighbouring county (see Section E for more information).

Evaluation of prior work

Partners have shared a number of evaluation reports (both internal and external) and reports from consultation with service users, covering a wide range of projects relevant to the MOVE programme. The reports address specific aspects of delivery including involvement of participants, locations and timing of services, partnership working, addressing clients' needs holistically, increasing accessibility of services and working with statutory service providers. Examples of ways in which these experiences have informed project delivery plans include:

- Participant involvement strategies which include payment of expenses and changing the timing/ location of working groups and events in order to widen participation.
- Building in flexibility of timing/ locations of services, to include meeting in public places such as cafes, or beneficiaries' own homes, if appropriate, as well as through community outreach.
- Project delivery will aim to empower beneficiaries to take responsibility for their own journey, and to provide them with a range of skills and strategies tailored to their individual needs that they may continue to develop after their engagement with the project has come to an end. In this way, the project will help them to continue to develop life and work skills even after finding employment and thus – to some degree – 'future-proofing' their employability.
- Beneficiaries will each benefit from continuity of support by having a named support worker, usually located in whichever partner organisation first enrolled them, throughout their time with the project. This support worker will liaise with referral partners and regularly contact the participant to help maintain their enthusiasm and momentum towards achieving personal goals.
- The need for flexibility of delivery has been embedded throughout the project plan: should ongoing consultation indicate beneficiaries' needs and priorities require adjustments to how services are delivered, these changes will be discussed by partners and put into practice as rapidly as practicable.
- The importance of 'word of mouth' and the need for visible, inclusive activities such as events and open days to encourage interest and participation in the programme.

Similarly, evaluations of employability and support projects currently or previously delivered by Urban Challenge have informed project design in the following ways:

- District cross-sector forums are a valuable way to promote services, encourage networking, share learning, identify community issues and foster new project development.
- Intensive support, blending 1:1 and group sessions, consistently delivered by a named support worker is preferred by those participants facing the most complex barriers to participation to the flexibility of stand-alone modules, and achieves consistently better outcomes for individuals.
- Time should be built into the project plan for establishing effective referral pathways from statutory services and social/ support groups serving the same target communities as MOVE.
- Taster sessions, positive images in marketing materials and group challenges can be useful ways to dispel myths and preconceptions about volunteering, learning and/or work.
- Collecting monitoring data can be difficult if there is no way of making it a mandatory part of registering onto the project. Explaining at induction why sensitive data is required and how this information will be stored and used can help to mitigate this problem.

Extracts from evaluation reports from Urban Challenge and a number of partners are included in Appendix 8.

Research and consultation

Research: The project has also engaged with wider research and learning in relation to overcoming barriers to employability for people furthest from employment. A literature review has indicated a number of themes and examples of best practice, including:

- The practical activities provided by some partners are supported by a considerable body of evidence: the multi-skills developed in community garden projects have been found to be considerable and 'stepping stones to employment' in their provision of 'valuable volunteer and training opportunities both formally and informally' (Quayle, 2007).
- Beneficiaries reported that the development of transferable and life skills was facilitated by the supportive and people-centred ethos of voluntary organisations. They also felt that the flexibility of a volunteer role meant that they could develop gradually, which was especially important for those who are isolated and/or have low confidence (Rochester, 2009).
- Employability projects can risk being seen as mandatory or confused with work placements, which may limit their success. Developing an ongoing dialogue with statutory services such as Job Centre Plus can help to mitigate this, and ensure that the project is presented to their clients in a positive light. Building this relationship can be difficult, due in part to rapid staff turnover which may be mitigated by obtaining buy-in from all staff levels and following this up with regular contact with frontline staff (Rochester, 2009).
- Respondents to a DfES research exercise identified volunteering as having a positive impact on their job search behaviour, and all said that it had benefitted them through building confidence (85%), acquiring specific skills (60%) and demonstrating motivation to potential employers. The report concluded that those who are most likely to report benefits are those who are less likely to have well developed social networks (Hirst, 2000). Greater social capital can also benefit people by enabling them to tap into these extended networks to learn about or access job opportunities (Gay, 1998).
- Policymakers and service providers have for too long focussed on employability skills that they feel are important rather than supplying the skills in demand from employers, resulting in a mismatch between supply and demand (Kamerade, 2013).
- Successful interventions are characterised by: tackling barriers holistically rather than focussing on only one aspect of employability, combining 'work' and 'welfare' activities; assessment and improvement of basic skills at the earliest opportunity; individualised approaches; a named key worker and continuity of support/ training after finding employment (Van de Voorde et al, 2012; Dean 2013).
- A network of training and support organisations (including FE colleges) has been found to be the most effective way of delivering holistic services, as smaller providers are often more able to provide the flexible and individualised support needed by people who have experienced a 'revolving door' of interventions (Dean, 2013; Hansen and Avila, 2012).

A list of literature review references can be found in Appendix 16.

Local development plans such as Lincoln's Monks Road Neighbourhood Initiative have informed the project's approach to local communities by tackling widespread community-level barriers to participation, such as poor transport or under-used community centres, both of which could to some degree be tackled through outreach activities. Consultation has also been achieved by discussing project delivery at local and regional forums/networks, which are an important source of intelligence and learning in the county.

Consultation:

Discover Your Potential employability training, Urban Challenge: 60 learners were asked to provide feedback through 1:1 interviews and course feedback forms between 2013-2014. This included the following points which have been built into project design:

- Practice interviews, conducted by an IAG advisor who they had not previously met for added realism, followed up with detailed feedback and coaching can help build confidence.
- Some people may need help to overcome negative experiences, for example in a previous volunteer role or training course.
- Learners reported that one of the most significant barriers to accessing services is simply lack of awareness of what support is available. Guest speakers from a variety of service providers, contributing to group sessions, can be helpful for raising awareness of available services and learners feel they know a 'friendly face' in the organisation. This can also provide an opportunity for people to self refer or ask their support worker to make a referral for them.
- 1:1 support and a sense of advisors having time to work at the client's pace is particularly valued, as services such as Job Centre Plus create a sense of working to a pre-determined timetable regardless of individual needs/ capabilities.

Lincolnshire Police 1000 Volunteer Project: (Urban Challenge and LCVS) Throughout 2012-13 quarterly meetings of the Police Support Volunteers' Working Group (approx. 20 people) discussed ways of increasing volunteers' opportunities to steer the project. Suggestions included:

- There needs to be clarity of the purpose of the Group
- New participants should be made aware of the group as a forum to represent them in their induction to the programme.
- New invitations to join the group should be sent out to participants periodically, to gain a fresh range of views
- Updates from monthly meetings should be communicated to participants
- Varied meeting place increases accessibility in such a large county.

Abbey Access Centre: Between July 2011-July 2013 the 'Action into Employment' project was delivered to 150 learners, all of whom had identified barriers to employment such as low confidence, mental health issues, alcoholism, drug use, homeless, criminal convictions, long term unemployed, low skills, poor social skills and/or other complex needs. Participants were able to contribute to service design through regular Learner Steering Group meetings. Feedback from these meetings that has informed MOVE project design includes:

- Requests for lessons in interview and telephone techniques.
- Interview role play and practice
- More practice with online applications
- Employer visits
- Information on other courses

Boston Mayflower/ TaylorITEX FIT4 Your Future project: Tenants who have participated in the project have been contacted quarterly to gain an understanding of the most effective forms of intervention from their perspective. Approximately 80 participants have been consulted between 2013 and 2016 by telephone, in qualitative interviews at the project Job Club (approx. 20 people) and at a project event on 17 October 2014 (5 people).

- When asked what they thought about the group training sessions the project offers, one of the tenants said that they did not feel confident enough to attend these sessions and would rather 'keep themselves to themselves'.
- Attendees at the TaylorITEX-run FIT4 Job Club were asked why they attend this club rather than those held at the job centre, and what they felt to be the main advantages of attending the club. Feedback included that they felt that going into the job centre to attend training/ job search was intimidating, that they felt they were being judged or watched, that there was stigma attached to being seen walking into the job centre and were uncomfortable being there. The supportive atmosphere and peer support enabled attendees go at a pace that they were comfortable with, but still have someone to give them a push or steer in the right direction at certain times, resulting in a number of people achieving level 1 and 2 qualifications in English/ Mathematics, as well as gaining work experience through volunteering.
- Tenants were aware that support is still on offer after the 6 month assessment period and reported being periodically contacted to see if they would like any additional support from the team.
- There were difficulties in gathering feedback due to contact details being out of date and reluctance from tenants in answering a call from an unknown number, limiting the size of the evaluation sample.

Project need: problems and issues faced by people in Lincolnshire who are furthest from employment

A mapping exercise has been undertaken to identify areas of highest need based on the differing characteristics of the target groups. Some of the key findings from this exercise that will inform delivery of the project include:

Ethnicity and nationality: Between 2001-2011 the number of Lincolnshire residents who were born outside the UK more than doubled to 7.1%: Lincoln, Boston and South Holland have the greatest proportion of foreign-born residents. Of these, 69.3% speak English well which is below the national average. Although there have been issues in some communities regarding integration, a comparison between UK and non UK born residents shows a greater percentage of economic activity in the non-UK born population.¹

Health and unpaid care: The proportion of people aged 16-64 whose day-to-day activities are limited is also greater in Lincolnshire: 14.1% compared to 12.7% in England. The rate of people providing 50+ hours of unpaid care per week in Lincolnshire is highest in East Lindsey, at 4.1% compared to 2.4% nationally. Unpaid care provision is proportionally lower in Lincoln and South Kesteven, reflecting the younger age profile of Lincoln and the greater level of affluence in South Kesteven. An analysis of the age of unpaid carers demonstrates that the highest proportion of unpaid carers are found in the 50 to 64 age group, where 20% of people provide some level of care in both Lincolnshire and England as a whole.²

Deprivation: The general pattern of deprivation across Lincolnshire is in line with the national trend, i.e. that urban and coastal areas show the highest levels of deprivation. The coastline - particularly the towns of Skegness and Mablethorpe – consists of some of the most deprived 10% of neighbourhoods in the UK, and the surrounding LSOAs are within the most deprived 30%. Index of Multiple Deprivation (IMD) 2015 data shows Lincolnshire ranked 90th out of 152 upper tier local authorities in England (where 1st is the most deprived). Within the most deprived 10% of all the 32,844 lower-level super output areas (LSOA) used in 2015 to measure overall deprivation in England, 29 such areas are in Lincolnshire and are home to about 50,000 people.³

Rurality: The size and rurality of the GLLEP area impacts on the opportunities, challenges and quality of life of local people. Delivering services in rural areas has been described as a 'triangular dilemma', with the three corners of the triangle being:

- The delivery of a high quality services
- Keeping unit costs low

¹ Lincolnshire: A Local Economic Assessment (2011) Lincolnshire Research Observatory (LRO)

² Health and Unpaid Care, written by Lincolnshire's Public Health Intelligence Team for the LRO, (2011)

³ Indices of Multiple Deprivation (2015), Paper written by Enterprise Data Warehouse & Business Intelligence Team for the LRO

- Achieving a geographical spread of delivery that does not exclude the less mobile. Service providers may meet two of the factors, but achieving all three in rural areas where service users are small in number and geographically spread is often extremely difficult, for commercial services as much as the third or public sectors.⁴

Physical factors (e.g. distance/ transport), are not the only barriers to accessing services, as many are available online. However some areas of the county have significantly high proportions of households unable to access broadband internet. Around 57,000 people live in these areas (8% of the population) and nearly half of these areas also face physical accessibility issues, further compounding the problem.⁵

Skills, education and worklessness: Lincolnshire remains predominantly a low-wage, low skills economy with some areas of higher deprivation.⁶ The 2011 Census indicates that Lincolnshire has higher levels of employment than average across England, but with more people in routine or semi-routine occupations. North Kesteven has the lowest proportion amongst the Lincolnshire districts of people classified as 'never worked or long-term unemployed' at just 3.4% (lower than the England average of 5.9%), evidencing the relative affluence of North Kesteven. Only in Lincoln is the proportion of people classified as 'never worked or long-term unemployed' relatively high at 6%. In Lincolnshire females are on average 17% less likely to be economically active than males.

In Lincolnshire 47% of those classified as 'never worked or long-term unemployed' say that their day-to-day activities are limited in some way, which higher than the England average of 40.2%, indicating that in Lincolnshire someone with a limiting condition is more likely to be long-term unemployed than in other areas of the country.

The census also indicates the relatively higher proportion of people (57%) with qualifications at Level 2 or below than nationally (51%). Broadening this out to cover the whole GLLEP area this becomes an average of 58% (with North East Lincolnshire having the highest at 63%).⁷

Delivery options appraisal

The options appraisal process began prior to the submission of the stage 1 BBO bid, when the Involving Lincs consortium of third sector infrastructure organisations brought together local partners to facilitate collaborative engagement in the EU programme and co-ordination of employability provision across Greater Lincolnshire. Through a series of meetings and workshops consortium members reviewed best practice in developing partnerships and consortia and identified the most appropriate model for Greater Lincolnshire. It was decided to appoint a lead organisation to submit the bid and manage the project, and through a competitive EOI process a lead was selected for each of the BBO strands.

The four leads worked together to discuss preliminary ideas about possible delivery models, such as:

- A 'hub and spoke' approach, using selected partners to lead on specific areas of support (e.g. training, digital inclusion, volunteering or CV writing).
- A smaller partnership, involving a limited number of delivery partners who could offer more generalist support.
- Finding partners who could expand the geographical areas in which they deliver services to ensure widespread coverage of support.
- A larger partnership that used a wide range of specialist service providers, spread as evenly as possible across Greater Lincolnshire.

Each of the leads identified the model that they felt most suitable to the scale and aims of their project, and through an EOI process selected partners accordingly. The lead partners also worked together throughout

⁴ <http://www.research-lincs.org.uk/Rural.aspx> accessed 01.02.16

⁵ Lincolnshire: A Local Economic Assessment (2011) Lincolnshire Research Observatory

⁶ Health and Unpaid Care, written by Lincolnshire's Public Health Intelligence Team for the LRO (2011)

⁷ Qualifications (2011) LRO

stages 1 and 2 to design delivery plans that would work whether integrated between the BBO projects in Lincolnshire or standalone, in the event of only some of the bids being successful.

The MOVE partnership comprises of a relatively large number of delivery partners (24), each of whom have gone through a lengthy due diligence process, and who are the best qualified, experienced and located to deliver an even distribution of the varied support available to beneficiaries. Selection was also informed by the research and consultation described above, and by trying to ensure parity of provision across the districts of greater Lincolnshire, whilst acknowledging variations in need between districts. This was felt to be the most suitable model for the scale of the project, the number of target beneficiaries and the rurality of Greater Lincolnshire.

Ongoing evaluation will continue to inform service delivery, and as the project will not be delivering in isolation from changes to statutory services that are anticipated as a result of local authority cuts over the next three years, it is possible that changes may have to be made. The project plan will build in regular reviews of the efficacy of the delivery model, based on participant feedback, monitoring and evaluation reports, and will have the flexibility to adapt as necessary.

E) Strategic context

Background analysis, gaps, local need & other provision

The Greater Lincolnshire MOVE project will help economically inactive and unemployed people to start on the road back into employment, by tackling barriers that prevent them from working, and enter into sustained employment.

We are aware that some groups are already well catered for through national programmes – e.g. all long-term (12 months plus) Jobseeker's Allowance claimants are provided with help through the Work Programme, etc. However those with the most entrenched problems, which are not even close to engagement even if they have access to these programmes, can find it difficult to get the most from them. For these types of people this project will be used to provide additional support in considering their routes into employment, which is aligned and builds on national programmes and other local provision, so that they are better able to benefit.

Complementary services across the county will enable participants to progress into mainstream activity and other provision including traineeships, apprenticeships and study programmes. All partner organisations have knowledge of and links to additional support services that are available locally where they may have participants with additional barriers requiring more intensive support. Referrals to key agencies will be an integral part of the support offered through this project. This will ensure that equal access to all relevant support will be offered.

Impending European funding programmes including the Skills Funding Agency and Department of Work and Pensions 'Opt in' programmes will provide complementary provision including higher level skills development opportunities, skills support for those participants who have secured employment and other progression opportunities for project participants.

The following local needs and barriers to participation have been identified through delivery partner research and evaluation and engaging with local stakeholders:

- Intensive support for those furthest from the labour market with multiple barriers .e.g. Long-term unemployed, low skills/low qualifications/poor financial status and those with barriers such as alcoholism/drug-use/mental illness/low confidence, etc.
 - ✓ The project will address the needs of those furthest from the labour market by enabling delivery partners with the specialist skills to support participants intensively to overcome their barriers. Participants will also be supported by multiple delivery partners to provide the necessary support to overcome barriers.

- Transport to work is a barrier, particularly for young people in search of work. This is not just apparent in rural areas where accessibility and transport availability is a challenge, but also in more urban areas; access to places of work require two bus journeys and this cost is relatively high in comparison to an Apprentice wage.
 - ✓ The project will provide support and provision at locally accessible locations throughout Greater Lincolnshire. Travel costs will also be reimbursed for participants where provision cannot be provided locally or travel is required.
- Seasonal unemployment is a huge issue in Greater Lincolnshire, particularly on the East Coast.
 - ✓ Seasonal unemployment will always be prevalent on the East coast but the project will support participants to increase skills levels to enable them to increase their employment opportunities.
- There is a need to ensure that skills levels within the general working population reflect adequately the employment markets, both current and future.
 - ✓ The project will work with local employers and the LEP to identify relevant skills needs and shortages and support project participants to develop their skills in line with current and emerging employment markets.

Links with other services, initiatives and strategies

The project directly contributes to the Greater Lincolnshire LEP ESIF Strategy and Strategic Economic Plan as follows:

Greater Lincolnshire ESIF Strategy

Directly supporting the ESIF priorities of:

- ✓ Access to employment for jobseekers and inactive people.
- ✓ Promoting social inclusion and tackling poverty.

Greater Lincolnshire LEP Strategic Economic Plan

Directly supporting the SEP priority of:

- Greater Lincolnshire's home and communities – Providing individuals with the skills and knowledge to make informed decisions about their future to enable them to make a positive contribution to Greater Lincolnshire.

Contributing to ESF and SEP priorities, the project will:

- Provide information and guidance so that people can make informed choices about their future.
- Deliver 'wrap around' support to address the wider issues/barriers (e.g. health and mental health issues, debt advice) which prevent excluded groups and individuals from joining and remaining in the labour market.
- Support lifelong learning, for example, by ensuring that the digital skills of the local population are improved, enabling better access to online services that will improve their quality of life.
- Deliver locally tailored activity that will produce better outcomes for the long-term unemployed.
- Increase outreach services, which can be delivered where they are needed rather than shrinking to a central point of delivery and expecting people to come to them.
- Provide appropriate forms of support, at the point of need, which will allow progression into more mainstream support – where the individual will not feel as if they have been set up to fail.

The project directly supports the Involving Lincs '3rd Sector & Social Inclusion Strategy' priority of 'Empowering People – Increasing employment and skills' through direct support for individuals looking to move closer to employment.

The project also supports and adds value to other local services, strategies and networks, as follows:

- Local authorities across Greater Lincolnshire are increasingly developing local Public Service Hubs to offer a ‘one stop shop’ for local residents. Many of our delivery partners already deliver provision from within the public service hubs and the project will develop further links and local relationships through local authority and DWP partners to ensure that provision is targeted at those who need it most.
- Provision for young people who are NEET or at risk of becoming NEET is becoming less and less readily available due to the recent reductions to local authority resources. The project will not replace local authority provision but will provide young people with alternative, flexible support to progress into employment, education or training.
- The project is recognised by the Greater Lincolnshire Employment and Skills Board, and local delivery groups of the project will complement and work with local employment and skills networks.

Links with other BBO projects

The project has very strong links with the other Greater Lincolnshire BBO projects of ‘Engagement into Learning’ and ‘Money and Debt Management’. The project leads have worked collaboratively to identify and support project delivery partners, provide joint workshops and planning meetings and develop consistent systems and processes including a single management information system.

We have created links with the Humber ‘Exploring Opportunities Partnership’ project led by the Humber Learning Consortium. We intend to develop joint locality based delivery groups to ensure co-ordinated provision across North and North East Lincolnshire to avoid any potential duplication.

We have also created links with Voluntary Action Leicestershire to share best practice and co-ordinate provision with our neighbouring county.

Additionality

The project has been developed through the Involving Lincs community and voluntary sector consortium as part of a wider initiative developing and co-ordinating employment and skills opportunities across Greater Lincolnshire. This ensures that the project is linked into other provision across Greater Lincolnshire and co-ordinated strategically to avoid potential duplication.

The project offers additionality in provision by providing support to those individuals that are furthest away from the labour market and not currently engaging in statutory or mainstream provision. The project provides the resources to offer intensive support to those most in need to enable them to move forward and make positive progressions in their life. This type of support and provision is not currently available within Greater Lincolnshire and other European funding is expected to be targeted at increasing the employability of those who are already engaged with DWP, and increasing higher level skills of the workforce and the unemployed.

The project brings together a strong network of local delivery partners and will promote joint working and collaboration at a local level. Many of our delivery partners run on a not for profit basis, which enables us to offer additional value for money. Delivery partners are also rooted within the communities they serve, and are already a ‘trusted’ source of support for their target audience.

The project also aims to mitigate the perception in some disadvantaged communities of a ‘merry-go-round’ of initiatives and state interventions, by emphasising local ownership of the programme through a bottom-up approach service design, that has long lasting benefits for people and generates commitment from communities.

F) Project Participants

The project will help 672 of the most marginalised and/or socially excluded unemployed or economically inactive people across the GLLEP area to improve their work readiness by providing a holistic assessment of each individual’s needs, followed by tailored support, activities and experience.

We anticipate that the problems, issues and barriers facing participants will be:

- Learning difficulties;
- Rural isolation;
- Mental health issues;
- Disabilities;
- Homelessness (or at risk of homelessness);
- Digital exclusion;
- Substance misuse ;
- Poor numeracy/literacy;
- Money and debt issues;
- Caring responsibilities;
- Ex-offenders.

A holistic needs assessment will be carried out with all participants to identify project needs. Barriers and issues will be addressed through a range of bespoke provision and interventions as follows:

- Barriers to initial participation and rural isolation will be overcome through innovative taster engagement including gardening projects, volunteering and community action taster sessions, and localised engagement activities.
- Specialist support will initially be provided to participants who may be homeless, ex offenders or have substance misuse issues through Framework Housing, Lincolnshire Action Trust or the local YMCAs. Further support interventions will then be available through generic employability providers.
- Digital exclusion issues will be addressed through a range of locally accessible provision including beginner internet workshops and the recruitment of digital inclusion volunteers.
- Participants with mental health issues, disabilities and/or learning difficulties will be supported by mentors and peer support networks.
- Numeracy, literacy and low skills needs will be directly addressed through learning activity and signposting to other appropriate networking back into learning provision.
- Bespoke support and activities will also be aimed at young people that may be NEET or people aged 50 and over.

The project will be open to people of all ages, with bespoke support provided for people aged 50 and over, people with disabilities and people from ethnic minorities. We anticipate the project will support the following:

- 336 men;
- 336 women;
- 336 people who are unemployed;
- 336 people who are economically inactive;
- 101 people who are 50 or older;
- 134 people with disabilities;
- 19 people from ethnic minorities.

Support for young people aged 16-29 will also be provided for those not in education, employment or training (NEET) and young people aged 15-18 at risk of becoming NEET.

The Lincolnshire Joint Strategic Needs Assessment for Mental Health (2011) identified building social capacity, through community-based initiatives such as mentoring interventions, as a strategic priority. This is supported by empirical evidence indicating that supporting people to build social networks through education, volunteering or work will create a ripple effect of positive changes to their lives, including increased control and choice, increased confidence, self-esteem, skills and independence, stronger reciprocal relationships with others, widening social networks and better community inclusion, increased physical and emotional wellbeing, improved self-management of health and increased community awareness and involvement (Shared Lives, 2009).

Greater Lincolnshire MOVE aims to create these kinds of sustained changes for individuals and communities by addressing the link between helping disadvantaged people and disadvantaged neighbourhoods (Green & White 2007). Through outreach and by using local providers, our activity will create closer links between the support for neighbourhoods and the most disadvantaged people, who stand to benefit most from participation.

The project will be delivered across the whole of the Greater Lincs LEP area. It is home to a wide range of communities, economic influences and geographical area types, from seaside resorts to urban centres to rurally isolated communities, each with its own distinct characteristics and challenges. Remoteness, separation from public services and an ageing and less mobile population all increase the need for localised provision.

The county's economy, based largely on agriculture and tourism, sees unemployment in some areas increase significantly in winter before falling again in summer, particularly on the coast, Gainsborough and Boston, where worklessness is higher and the skills of the workforce lower than the county average. Boston, South Holland and Lincoln have recently attracted high numbers of Eastern European semi-skilled migrant workers.

Participants will therefore be engaged through local access points in public and community settings:

| Main delivery hubs | Rationale and need |
|---------------------------|--|
| Scunthorpe | Population, geographic location, accessibility, travel route, employment opportunities & provision |
| Grimsby | Population, geographic location, employment opportunities & provision |
| Lincoln City | Population, geographic location, accessibility, travel route, employment opportunities & provision |
| Gainsborough | Population, geographic location, accessibility, travel route, employment opportunities & provision |
| Market Rasen | Geographic location, accessibility |
| Sleaford | Geographic location, accessibility, employment opportunities & provision |
| Boston | Population, geographic location, accessibility, travel route, employment opportunities & provision |
| Grantham | Population, geographic location, accessibility, travel route, employment opportunities & provision |
| Spalding | Population, geographic location, employment opportunities & provision |
| Skegness | Population, geographic location, employment opportunities & provision |
| Horncastle | Geographic location, accessibility |
| Louth | Geographic location, accessibility |

| Access points and outreach bases | Rationale and need |
|---|--|
| Immingham | Geographic location, local need |
| Barton | Geographic location, local need |
| Kirton in Lindsey | Geographic location, accessibility |
| Caistor | Geographic location, local need |
| Saxilby | Geographic location, travel route |
| Bourne | Geographic location, travel route |
| Stamford | Geographic location, travel route |
| Sutton bridge | Geographic location, local need |
| Billingham | Geographic location, accessibility, local need |
| Mablethorpe | Geographic location, accessibility |

These locations were identified following discussions with partners about the needs of their local communities, evaluation reports from Urban Challenge and partners' prior work, local delivery plans, health and wellbeing strategies and networks and the mapping exercise outlined in Section D: 'Learning and evidence' using census

and statistical data from the Lincolnshire Research Observatory: <http://www.research-lincs.org.uk/> This geographical spread will enable the project to deliver activities at easily accessible locations, particularly in those communities of highest need.

G) Project Targets

The project will seek to achieve the following targets:

| Target | Anticipated target | Milestone | Timescale |
|--|--|--|------------------------------------|
| Outputs | | | |
| People engaged in activities to improve their work readiness | 672 people engaged, including at least: <ul style="list-style-type: none"> • 336 men; • 336 women; • 336 people who are unemployed; • 336 people who are economically inactive; • 101 people who are 50 or older; • 134 people with disabilities; • 19 people from ethnic minorities. | At least 240 people engaged in work readiness activities At least 480 people engaged in work readiness activities | End of year 1 End of year 2 |
| Results | | | |
| People progress into education or training | At least 13% of people enrolled on the project move into education or training on leaving (minimum of 88 people) | At least 31 people progressed into education or training At least 62 people progressed into education or training | End of year 1 End of year 2 |
| People progress into employment | At least 13% of people move into employment, including self employment, on leaving (minimum of 88 people) | At least 31 people progressed into employment At least 62 people progressed into employment | End of year 1 End of year 2 |
| People who were economically inactive when joining the project move into job searching on leaving. | At least 27% of people who were economically inactive when joining the project move into job-search on leaving (minimum of 91 people) | At least 32 people moved into job searching At least 64 people moved into job searching | End of year 1 End of year 2 |
| People who receive childcare support | 100% of people that need access to childcare in order to participate in the project receive childcare support. | At least 24 people accessing childcare support At least 48 people accessing childcare support | End of year 1 End of year 2 |

Ensuring targets are realistic and achievable

We will support a minimum of 672 people throughout the project. Local feedback indicates a need to support a higher number of participants than in the specification, based on local need, demand for services & the

anticipated impact of Universal Credit. The range of support will provide significant opportunities for participants to make sustained progression, with the flexibility & personalisation that is not currently available through mainstream provision.

The project targets have been identified and agreed with project partners based on evidence of local needs of potential participants, in line with the project resources of delivery partners and ensuring provision is across the Greater Lincolnshire area.

Activities will be delivered through an existing network of delivery partners so we can direct more resources into frontline delivery & spend less on relationship-building/staff travel/venue hire etc. Our partners have a ready-made network of local access points, so participants don't have to travel long distances to access services. Many of our partners run on a not for profit basis, which enables us to offer additional value for money.

Tools and collection methods

A management information system (MIS) will be used that will track engagement, participant journey and progression towards outputs and outcomes. All partners will have access to this information so that they will have a holistic view of the progress of the project. Partners will have individual output profiles and these will be monitored against the whole project targets to ensure that the project is on track. Project Management Board meetings will review and revise profiles and targets on a quarterly basis. Delivery partner target profiles are detailed within the partnership involvement summary (Appendix 12).

H) Project Outcomes

The project will seek to achieve the following outcomes:

| Project outcome | Indicator of change | Timescale |
|--|---|------------------|
| People have increased confidence and skills resulting in greater employability | 25% of people report increased overall self-confidence | End of year 1 |
| | 50% of people report increased overall self-confidence | End of year 2 |
| | 25% of people report increased confidence relating to applying for learning, volunteering or work | End of year 1 |
| | 50% of people report increased confidence relating to applying for learning, volunteering or work | End of year 2 |
| | 15% of people report increased skills levels using information and communication technology | End of year 1 |
| People have improved ability to self manage health and wellbeing, as a result of engaging in the project | 25% of people report increased skills levels using information and communication technology | End of year 2 |
| | 25% of people report an increased sense of optimism about the future | End of year 1 |
| | 50% of people report an increased sense of optimism about the future | End of year 2 |
| | 20% of people report an increased sense of personal wellbeing | End of year 1 |
| | 35% of people report an increased sense of personal wellbeing | End of year 2 |
| 20% of people report increased participation in social activity/society | 20% of people report increased participation in social activity/society | End of year 1 |
| | 35% of people report increased participation in social activity/society | End of year 2 |

| | | |
|---|--|--------------------------------|
| People have more positive attitudes to work, learning and/ or volunteering as a result of engaging in the project | 20% of people are interested in trying something new 30% of people are interested in trying something new | End of year 1 End of year 2 |
| | 25% of people initiate positive actions/steps towards their goals 35% of people initiate positive actions/steps towards their goals | End of year 1 End of year 2 |
| | 15% of people report improved attitudes to work, learning and volunteering | End of year 1 |
| | 25% of people report improved attitudes to work, learning and volunteering | End of year 2 |
| Local communities are more resilient as a result of the project's activities through the personal development of participants and increased use of local facilities | 10% increase in use of community facilities/venues by project partners | End of year 1 |
| | 15% increase in use of community facilities/venues by project partners | End of year 2 |
| | 10% increase in levels of volunteering for local community/voluntary organisations amongst project participants 20% increase in levels of volunteering for local community/voluntary organisations amongst project participants | End of year 1 End of year 2 |
| | 10 % increase in the level of awareness of local community groups, societies, clubs and other provision amongst participants and delivery partners 15 % increase in the level of awareness of local community groups, societies, clubs and other provision amongst participants and delivery partners | End of year 1 End of year 2 |

Ensuring outcomes are realistic and achievable

Our outcomes have been set using evidence and knowledge from our delivery partners (including past experience and achievements) to ensure they are relevant and achievable for the project. We will collect data and report on the actual levels of that outcome being reported/measured, e.g. number or % of participants reporting that outcome. A focus will be on the qualitative data gathered through case studies and observation when reporting against the indicators.

Tools and collection methods

We will utilise a range of tools and collection methods to demonstrate progress towards outcomes as follows:

Participant's personal plan

The participant personal plan will include:

- Tools to identify personal goals and aspirations.
- Distance-travelled measures (rating scale conducted at start, mid term and end of intervention).e.g.
 - 'I feel confident about myself'
 - 'I feel confident about applying for learning, volunteering or work' / 'I feel confident about completing applications'
 - 'I feel OK about learning new things' / 'I feel motivated to find out more about what jobs I could do' / 'I feel motivated to find out more about volunteering'
 - 'I feel optimistic about my future' / 'I feel part of something' / 'I am interested in new things'
- Personal case studies from participants (individuals' own stories and achievements, overcoming barriers etc).

Delivery partner quarterly reports

The delivery partner quarterly reports will include:

- Progress and narrative towards targets and results

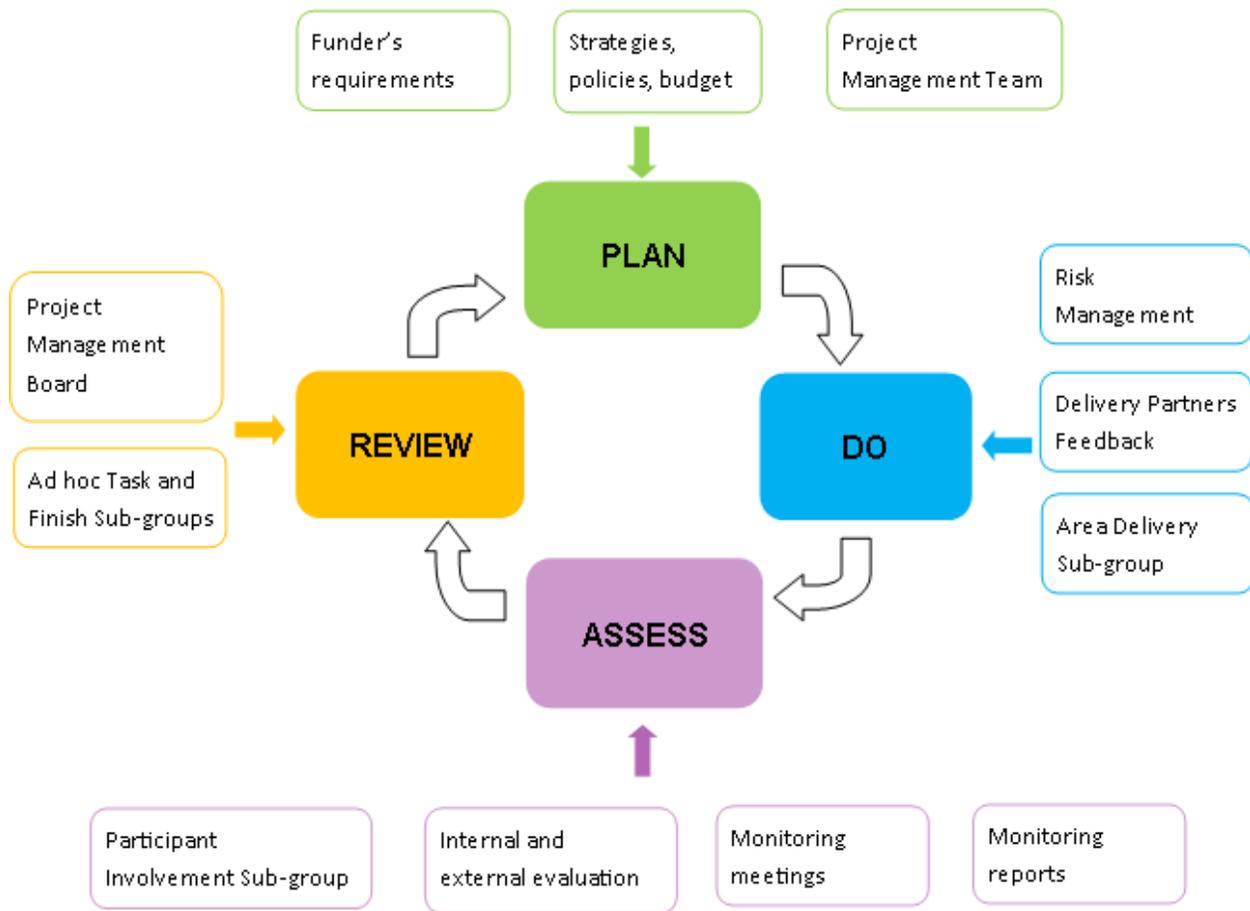
- Progress and narrative towards equality and diversity
- Progress and narrative towards sustainable development
- Evidence of marketing and communications activity and project promotion
- Evidence of lasting impact
- Evidence of project added value

I) Project Delivery

Options Appraisal

In addition to an options appraisal to determine the form of the partnership, as outlined in Section D, the MOVE Partnership has been through several stages of appraising delivery options to ensure that the selected approach, and its specific activities, are the best way both to meet the complex, multiple barriers to inclusion faced by target participants and to build a robust, innovative partnership.

The work undertaken to date through the development phase included a series of Involving Lincs meetings and workshops, over the course of which the partnership moved towards a 'test and learn' approach to delivery activity, as a means of building on shared learning and continuous quality improvement. These workshops showed that the partners have a wealth of knowledge and experience, as well as an understanding of the barriers facing their local communities. This can be shared as the project tests a range of activities to address these issues, fill gaps in current services and to support individual participants to move towards sustainable employment. Monitoring meetings and reports, quarterly Project Management Board and Area Delivery Sub-group meetings, internal and external evaluation and Participant Involvement Sub-groups will all form part of the 'Plan, Do, Assess, Review' quality model. This will be used to enable the partnership to work together to plan innovative approaches to delivering services, carry out these activities, evaluate their effectiveness and share learning, then implement any improvements. In this way, the options appraisal process will be ongoing throughout the project, to ensure flexibility and responsiveness to change. This approach is indicated in the diagram below:



Linking tasks to outcomes

The first year of the project seeks a balance between demonstrating that things are happening to respond to identified needs, laying the foundation for the following two years and ensuring that outcomes are sustainable beyond the life of the project. Project activities and how they are linked to outputs and outcomes can be summarised using a simple logic model:

| Inputs | Core Activities | Outputs | Outcomes | Impact |
|---|---|---|---|--|
| Project Management Team Project Management Board and sub-groups Partnership of 24 specialist service providers Project support volunteers (across the partnership and Project Management Team) | <u>Partnership development:</u> Delivery strategies: Marketing & Communications/ Sustainable Development/ Gender and Inclusion Development of robust referral pathways to other Building Better Opportunities projects or external referral partners Engage with strategic planners, networks and commissioners Develop robust partnership monitoring and evaluation systems | Number of Participants: • 336 men • 336 women • 336 people who are unemployed • 336 people who are economically inactive • 101 people who are 50 or older • 134 people with disabilities • 19 people from ethnic minorities. 100% of people that need access to childcare in order to participate in the project receive childcare support. | People have increased confidence and skills resulting in greater employability People have improved ability to self-manage health and wellbeing People have more positive attitudes to work, learning and/or volunteering Local communities are more resilient | Pathways enabled/strengthened, and confidence built for individuals to become connected to communities, services and activities, thus increasing social networks, reducing isolation and building resilience. Hard to reach groups are more engaged in the design and delivery of services Local policymakers, statutory services and strategic planners consult partners to ensure existing and planned services work with the partnership to |

| | | | | |
|---|--|--|--|---|
| BLF Building Better Opportunities funding | <u>Support services:</u> Initial needs assessment and Personal Development Planning | Min. 27% economically inactive participants move into job-search | | deliver support to target participants |
| Shared MIS system | Digital inclusion activities | Min. 13% participants move into employment/self employment | | Deprived/ rural communities benefit from new projects developed between local delivery partners involved in MOVE, increased use of community venues and increased awareness of sustainability issues. |
| Partners' webpage resources | Engaging participants in service design and delivery | Min. 13% participants move into education/training | | Collaborative working between partners continues post-project, accessing more funding and embedding learning from MOVE into operations |
| Internal and external evaluators | Participants each have 1:1 support from a named support worker | | | |
| | Diagnostic assessment and basic skills support (including literacy/ numeracy) | | | |
| | Training (accredited and unaccredited) in educational/ vocational/ transferable skills | | | A range of impacts on individuals, such as enhanced skills and ability to take control of their own lives (see Appendix 9, Evaluation Framework for a detailed breakdown). |
| | Job clubs and supported job search | | | |
| | Career planning, CV writing, practice interviews | | | |
| | Information and financial support to help people overcome barriers to participation | | | |
| | Volunteering and work experience | | | |
| | Progression support | | | |

Delivery timetable

The following gives a summary of the project timeline. A more detailed "Project Plan Timeline [Gantt Chart]" can be viewed in Appendix 13.

| | Project development phase | Year 1 | | | | Year 2 | | | | Year 3 | | | |
|----|---|--------|----|----|----|--------|----|----|----|--------|----|----|----|
| | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| 1 | Pre-project development | | | | | | | | | | | | |
| 2 | Project Start-up | | | | | | | | | | | | |
| 3 | Project Delivery | | | | | | | | | | | | |
| 4 | Project Management and Co-ordination | | | | | | | | | | | | |
| 5 | Reporting and Monitoring | | | | | | | | | | | | |
| 6 | Marketing and Communications | | | | | | | | | | | | |
| 7 | Project Evaluation | | | | | | | | | | | | |
| 8 | Risk Management | | | | | | | | | | | | |
| 9 | Financial Management | | | | | | | | | | | | |
| 10 | Strategic Development and Partnerships | | | | | | | | | | | | |
| 11 | Cross-cutting Themes: Sustainable Development | | | | | | | | | | | | |
| 12 | Cross-cutting Themes: Equality and Inclusion | | | | | | | | | | | | |
| 13 | Participant Involvement | | | | | | | | | | | | |
| 14 | Succession Planning and Sustainability | | | | | | | | | | | | |
| 15 | Project closure | | | | | | | | | | | | |

Project Co-ordination

Urban Challenge as the lead partner will employ the MOVE Project Coordinator (1x full time post) and Project Support Officer (1x full time equivalent post, although this would be suitable for job share). This will be complemented with support from Urban Challenge’s Finance Officer and the wider Urban Challenge team. Oversight and strategic management will be provided by the Urban Challenge Chief Executive Officer.

The project management of MOVE aims to reflect a learning approach and therefore be robust yet flexible, focused on its outcomes. All MOVE delivery partners will be required by the Partnership Agreement (see Appendix 11) and Service Level Agreements to attend partnership meetings and complete monitoring forms quarterly. Urban Challenge will ensure that this data is collected, analysed and action taken accordingly. Data will be collated and presented back to the Big Lottery, to project evaluators and to the Project Management Board (PMB).

Quarterly monitoring meetings will be held between the Project Coordinator and each delivery partner, with outcome delivery as the main goal. These meetings will provide an opportunity to review the performance of each partner, build a strong working relationship between the lead and delivery partners and to ensure that the project delivery methodology can be learned from and adapted accordingly to encourage an outcomes-focused ‘test and learn’ approach.

All MOVE delivery partners will be required in their Service Level Agreement (SLA) to attend a minimum of 70% of project meetings a year (this includes PMB and Area Delivery Sub-group meetings). The Area Delivery Sub-group meetings will be learning and sharing events where delivery agencies share their experiences (successes and lessons learned) and any delivery issues.

The SLAs with delivery partners will include a clear requirement for them to provide monitoring and evaluation data. The SLA will also require delivery agencies to have systems and tools in place for robust project management:

- Staff and volunteer recruitment
- Staff supervision and training
- Volunteer supervision and training
- Client feedback systems
- Complaint and feedback monitoring

- Safeguarding procedures
- Equal opportunities/ diversity policy and procedures
- Monitoring data collection systems
- Quality Standards
- Confidentiality procedures
- User involvement mechanisms
- Insurance
- 'Participant's journey flow chart' i.e. what would a successful intervention look like from the participant's perspective. This will then be reviewed as part of the monitoring process (see Appendix 14).

The MOVE project will be delivered in line with Urban Challenge's robust systems of financial management, client feedback, internal review and audit, risk management, staff and volunteer management as well as its well development policies and procedures including: quality policy, equality and diversity policy, data protection policy and safeguarding policy (see Appendix 15 for full list).

Project management tools will utilise elements of the Prince2 methodology. Based on previous project delivery by Urban Challenge, this model has been shown to offer the following benefits:

- A range of tools and templates that can be adapted to the project
- Divides the project into manageable tasks and stages
- Highlights risks and techniques for dealing with them
- Clarifies roles, creating a basis for successful partnership working
- Embeds accountability and communication mechanisms throughout project delivery
- It can be easily tailored to ensure that good practices are adhered to, without overburdening partners with bureaucracy

The Project Coordinator will be responsible for utilising these tools, for example by providing the PMB with quarterly highlight reports, maintaining a risk register and keeping a lessons log to inform evaluation. The 'test and learn' approach will be embedded throughout each delivery stage.

A cloud-based management information system will be in place to track each participant's journey and will give a holistic view of the project to ensure the Project Coordinator is able to manage partner profiles and targets. Templates will be provided to partners to ensure that participant tracking meets the Big Lottery specifications. Timesheets will be provided to ensure that partners are claiming eligible staffing costs. Partners are aware of eligible expenditure and claims will be checked by the Project Coordinator and counter-checked by the Urban Challenge Finance Officer. See Section L for detail on financial systems and procedures, management systems and reporting structure.

Refer to diagram in Appendices 1 and 2 for management structures, responsibilities and accountability.

J) Involving participants

The MOVE project wants participants to genuinely feel a sense of ownership of the service, and that they have a meaningful role in the partnership.

The purpose of participant involvement is primarily:

- To understand the context of local need and ensure that the project provides the services that people want
- To understand the participant experience: what, from their perspective, works well and what could be improved, as part of continuous quality improvement.
- To suggest new ideas, explore issues and make recommendations to the Project Board.
- To provide feedback on marketing and communications strategies/ materials
- To discuss the project's approach to the cross-cutting themes

Secondary benefits include:

- Increased visibility of the project
- Greater engagement with communities that are traditionally under-represented
- Increased self-referrals through word of mouth
- An additional source of evaluation material
- An opportunity to share learning about communities' preferences
- Opportunities for participants to contribute to Board or Task and Finish Group meetings.
- Opportunities for beneficiaries to network and share ideas with their peers
- Build participants' trust in delivery partners.

Partners have contributed to the planning stage of the project by sharing feedback from participants and local communities from current/ previous projects. Training and event feedback, questionnaires, follow-up interviews and research, evaluation of customer experience and Learner Steering Groups have helped ensure that each partner is able to clearly articulate the needs and preferences of their client groups. This is discussed in more detail in Section D: Learning and Evidence, but this feedback has influenced project design in the following ways:

- Participants will be provided with a range of mechanisms for making suggestions and providing feedback
- The range of activities and support delivered by the project will be shaped by previous feedback, e.g. realistic practice interviews followed up by performance feedback and coaching
- Participants and local communities will be kept informed about project activities and successes, to encourage a sense of engagement and ownership
- Building in opportunities to develop peer support networks for building confidence and encouraging engagement
- All delivery will be built around flexible, holistic 1:1 support that will be tailored to individual needs, experiences, goals and aspirations.

Project launch will see regular, consistent involvement of participants and target communities through:

- The formation of two informal Participant Involvement Sub-groups, one in the north of the county and one in the south. These will each meet a minimum of every 6 months.
- An evaluation framework that has participant experience at their core (see Section K and Appendix 9 for more detail).
- Consultation with local community representatives, by partners, through existing networks, at events and by inviting them to attend Participant Involvement and Area Delivery Sub-groups.
- Marketing and communications activity that is inclusive and delivered in a variety of formats to encourage active participation: beneficiaries will be given information about sub-group events, both as part of their induction and through targeted marketing activity.

The location of Participant Involvement Sub-groups in the north and the south of the county, with each event to be held in a different venue/ at a different time, is intended to achieve two aims: firstly to acknowledge the diversity of need across different areas of the county by hearing local voices providing context for need, and secondly to make it as easy as possible for people to attend these meetings. These informal Sub-group events will include updates, recognition of achievements, taster activities, information about services on offer, signposting, feedback and peer support. The project management team and delivery partners will be made accountable to beneficiaries and the communities that they serve, through regular 'You Said, We Did' updates to demonstrate the importance of feedback in steering delivery.

Evaluation of participant experience will take a variety of formats, including event and course feedback, follow-up meetings and questionnaires (see *Section K: Monitoring and Evaluation*). The approach will build on the experience of previous projects by conducting information as informally as possible in order to avoid causing concern amongst beneficiaries. Evaluators will have the opportunity to observe activities and have informal discussions with people taking part. This will add context to more formal evaluation activities and provide opportunities for beneficiaries to build relationships with the evaluators. This may in turn encourage greater

participation in the sub-group or ad hoc discussion groups for beneficiaries of specific activities/ who share similar needs.

Evaluation will also include group interviews/discussions with grassroots organisations connected to the project, by attending meetings of local Action Groups, Childrens' Centres, Residents Groups and interest/ support groups that involve and represent target audiences for the project.

Participants will also be involved more directly in the delivery of services as volunteer mentors, champions and advisors. This will build on partners' existing involvement of volunteers from local communities e.g. speakers of other languages from migrant communities providing translation services, or beneficiaries who have progressed through a programme then acting as champions for it.

This ethos of participation is embedded throughout the programme, through the sustainability plans, the marketing and communications strategy, the inclusion plan and evaluation plans. Involvement of volunteers will be expected to be based on established best practice for recruitment, support and retention/ recognition of volunteers in line with liV best practice and the Urban Challenge volunteering policy (if partners do not have their own).

K) Monitoring and evaluation

Evaluation

The aims of the Greater Lincolnshire MOVE project evaluation are:

1. To analyse and demonstrate the impact and outcomes of the project
2. To identify any problems and constraints encountered by the project
3. To identify lessons learned, share learning and make recommendations for the implementation of future projects
4. To analyse the functionality of the MOVE partnership

A project evaluation framework will be implemented comprising internal and external project evaluation. Internal evaluation will be conducted throughout the project, with external evaluation also carried out on a quarterly basis and at year and project end.

An overall project budget of £54,250 has been allocated which provides appropriate resource to carry out robust internal and external project evaluation, based on evidence of similar projects.

An appropriate and experienced project evaluator will be appointed at the start of the project who is external and independent. The external evaluator's main role will be to monitor and assess the progress of the project as a whole against targets and outcomes.

The external evaluator will support the reporting process to the BLF and assess the effectiveness of agreed elements of project delivery and the validity of the internal evaluations and project progress measures. Other tasks may include reviewing the overall structure of the project, identifying areas of potential weaknesses and suggesting strategies to address such issues. The external evaluator will report on project progress annually, in addition to a final evaluation report.

The internal evaluator will work alongside the Project Co-ordinator on a day to day basis and will be responsible for the implementation of the evaluation framework, including gathering and analysing data and evidence from project delivery partners. It is expected that the external evaluator will be in regular contact with

the internal evaluator and project co-ordinator and will be invited to participate in the project meetings with all partners at least once a year.

A number of appropriate external evaluators have been identified and will be invited to tender by the project lead in line with ESF procurement processes.

Performance Monitoring

Quarterly performance monitoring will be carried out by the Project Co-ordinator and internal. The gathering of performance monitoring information will take place throughout the quarter and will inform the development of the quarterly reports highlighting progress towards project targets and outcomes. Performance monitoring will also identify project successes, concerns and issues.

Data and information gathered for performance monitoring will include:

- Participant feedback on achievements through 'personal development plans'.
- Baseline, mid-term and final self-assessment data from participants
- Delivery partner feedback on activity delivered and progress towards cross cutting themes.
- Progress towards targets and outcomes.
- Employer and local stakeholder feedback on local issues and opportunities.

Performance monitoring data will be fed into the Project Management Board and locality based working groups to:

- Raise awareness with partners of the overall project progress towards targets, results and outcomes.
- Raise awareness with partners of progress towards cross cutting themes.
- Improve the way in which the project is run and support is delivered.
- Share good practice amongst project partners.
- Highlight any problems or issues.

A baseline measure will be created based on the level of participant's confidence, skills, aspirations and participation levels as they commence the project. This will then be used measure progress and against outcomes and distance travelled by participants in addition to progressions into learning and employment.

Long term impact

Measuring the lasting impact of the project is important to show the broader effects and longer term changes as a result of the project's activities is an important part of the evaluation framework.

Lasting impact will be measured through direct feedback, consultations, surveys and case studies from project delivery partners, local stakeholders and project participants identifying the longer term impact on:

- Individuals: for example raising awareness of support available and how to access it, increased social networks/ reduced social isolation, increased sense of wellbeing and self-confidence, building a personal 'toolkit' of resources to increase resilience to future issues.
- Communities: for example supporting communities of interest or geographical communities through increased use of community venues in deprived or rural areas, or new services to address locally identified needs and positive sustainable development impacts.
- Organisations (delivery partners and external stakeholders): for example changing the way organisations work, deliver services, reach beneficiaries or increased collaborative working.
- The economic, political or physical environment, for example targeting a strategic issue, influencing policy or debate, informing local commissioners/ policymakers.

Research methods

The evaluation framework (Appendix 9) is based on partners' experience of evaluating previous projects and incorporates a range of qualitative and quantitative research methods into both internal and external evaluation

activities. The final evaluation plan will be developed by the evaluators (both internal and external), working with the CEO of Urban Challenge and the Project Coordinator. It may be reviewed periodically by the Project Management Board and evaluators as the project progresses, should additional research be deemed relevant and useful for demonstrating impact and/or quality improvement.

All research and evaluation methods will be conducted ethically and where appropriate, informed consent obtained, particularly with regard to data sharing.

Participant involvement

Participant Involvement Sub-group events will be used to enable participants and community representatives to directly contribute to the project evaluation and celebrate achievements (see Section J, Involving participants). These will be carried out bi-annually and held at a range of locally accessible venues.

Participants will be given the opportunity to provide feedback on their experiences of various aspects of the project and contribute suggestions for any improvements. Evaluators will be asked to attend these meetings.

Local stakeholder focus groups will also be held to identify issues and opportunities at a local level that may be relevant or influence delivery of the project.

Evaluators will be provided with delivery statistics, reports and course feedback, by the Project Management Team. With participants' permission evaluators may contact individuals to discuss their experience of the project and any lasting impact it may have had for them.

Shared learning

Project learning and evaluation will be shared across project delivery partners through project delivery meetings, electronic partnership communications, social media and events.

Learning and evaluation will also be shared with other BBO projects, employability programmes, Local Enterprise Partnerships, local stakeholders and project participants through a range of methods in the marketing and communications plan.

A detailed evaluation timeline and framework is in Appendix 9.

L) Systems and procedures

Management systems

We recognise that a large and complex project requires careful management to ensure it can be delivered effectively.

A partnership agreement has been developed alongside individual service level agreements with each delivery partner. These will outline project activity including milestones, outputs and overall outcomes, alongside expectations and responsibilities of all partners. The agreements will also detail partner budgets, broken down by expenditure types, year by year.

The CEO will take overall responsibility for delivery of the project, with a Project Co-ordinator appointed to liaise with partners on a day to day basis and oversee performance against milestones and objectives. This will include ensuring the project is delivered in line with procurement and publicity requirements. A project finance officer will also provide support to the project through the co-ordination of project finance systems and checking of delivery partner evidence.

A Project Management Board will be created to oversee the project that will meet on a quarterly basis. This steering group will include a representative from all delivery partners and will act as a forum to share best practice as well as identifying any issues and concerns. A delivery network for practitioners will also be created to share information across all project delivery staff and volunteers.

A cloud-based management information (MIS) system has been identified and will be used to record details of participants and their activity, reduce duplication, share information, ensure consistency of referral pathways and to make data capture, monitoring and analysis more straightforward and efficient. The MIS system will incorporate the ESF/BL reporting forms as defined in the 'collecting and reporting participant information' guide. The MIS system will also be used by the Greater Lincolnshire BBO 'Engagement into Learning' Project and has been identified using a complex scoring framework taking account of functionality, reporting requirements, cost, time and implementation requirements and added value. All delivery partners will have secure access to the MIS system.

Quarterly audits of partners will take place to check eligibility of participants, ensure relevant recording and tracking of participants is taking place and to check grant claims are eligible. Participant eligibility will be checked and verified for all project outputs.

Financial procedures

Funding will be distributed to delivery partners (in line with service level agreements and the partnership involvement table) from the dedicated BBO bank account by BACS, quarterly in advance, reconciled against the previous quarters claim.

Delivery partners will be allocated an individual cost code within our SAGE accounting system and invoices will be logged using a numbering system to avoid double payments.

A project master budget (included within the project budget – Section P) has been produced which aligns with delivery partners' individual budgets, broken down by expenditure types, year by year.

Financial evidence

Financial evidence will be collected from all delivery partners on a quarterly basis using the project claim form.

All partners have agreed detailed budgets based on eligible costs within the 'eligible expenditure' table within the guide to European funding. All partner claims will be checked by the finance officer and ratified by the Chief Executive to ensure accuracy and eligibility. Partners will be required to maintain original invoices and timesheets including travel and childcare and all expenditure will need to be evidenced as defrayed through bank statements.

Financial evidence will be kept centrally by the lead partner and stored securely for ten years following the final project claim.

Reporting structure and performance management

Delivery partners will be required to submit quarterly claims evidencing their progress towards outputs, outcomes and spend profiles. This will be facilitated by the Project Co-ordinator to ensure adequate time to review and verify claims before submission to the Big Lottery Fund.

The management information system also provides 'real time' up-to-date records of progress towards outputs and outcomes so that the project team and delivery partners can assess the contribution to the project targets as a whole. This also enables any issues of under-performance to be identified and addressed on an ongoing basis rather than having to wait until the end of the reporting period.

A tolerance framework will be implemented to manage under-performance. Tolerance levels will be applied to allow partners to meet their profiles. If delivery is outside of the tolerance levels, discussions will be held to reduce profiles or support partners to address the under-performance. Tolerance levels will be agreed with individual delivery partners based on the nature and type of support provided to participants and detailed within delivery partner service level agreements.

Targets will be reviewed by all partners at Project Management Board meetings to ensure that the project is on track and targets may be re-profiled where necessary. The targets for the project as a whole and the progress towards these will be available for partners to view at any time through the management information system.

Data collection

Participant data and progress towards targets, progressions and outcomes will be recorded centrally on the MIS system. The system provides real time up-to-date progress towards targets which will be used to accurately report performance by the Project Co-ordinator.

Hard copy evidence of the data and information uploaded to the MIS system will be submitted to and held centrally by the project lead. A standard checklist will be developed detailing the documents required within a participants file. The Project Co-ordinator and Chief Executive will be responsible for checking and verifying the quality of the data and evidence to ensure it meets the ESF and Big Lottery requirements.

Data protection

All partners have systems and policies in place to ensure the safe storage of participant information and compliance with the Data Protection Act. The lead organisation Chief Executive will provide the Data Controller function for the project and be responsible for data compliance.

Sensitive participant and data evidence (such as copies of passports and evidence of identity) will be uploaded to the secure MIS system and hard copies will be stored securely by the lead partner. The MIS is a well-established system that has been used by a number of national ESF employability programmes, Welfare to Work prime sub-contractors and training providers, and complies with data protection requirements.

Potential issues foreseen

The main issue we can foresee with the management of the project in meeting the ESF requirements is the delivery of support to a participant that is also receiving support from another BBO project within Greater Lincolnshire. We have therefore worked in partnership with other BBO projects in Greater Lincolnshire to develop a single MIS system where possible to track participants and ensure that participants are not being claimed as outputs within multiple projects. We recognise that participants may receive different types of support from different projects but can only be claimed as an output within the first project they have participated in.

We will also work closely with any BBO projects in Greater Lincolnshire that have not adopted the single MIS system to share output information (in line with data protection guidelines) and enable signposting of participants where required. This will be carried out through joint partnership meetings and regular contact between the project management teams.

M) Gender equality & equal opportunities

Urban Challenge Equality and Diversity Policy

Urban Challenge has an Equality and Diversity Policy that takes account of the Equalities Act 2010 and which includes the following statement:

“Celebrating diversity is central to the way we work. We believe that everybody has a contribution to make because we all have different experiences, values and abilities. We celebrate diversity in all forms because we are committed to inclusion and social justice.

“Urban Challenge will not tolerate discrimination because of a protected characteristic; these are Age, Disability, Gender Reassignment, Race, Religion or Belief, Sex, Sexual Orientation, Marriage & Civil Partnership and Pregnancy & Maternity. We will not discriminate because of working patterns or trade union membership nor will we tolerate harassment or bullying on these or any other grounds. A separate Harassment

policy is within our Staff Handbook. We are committed to challenging and addressing direct and indirect discrimination in line with the protected characteristics within the Equalities Act 2010.

We also apply these principles of the Equality Act to our relationships with our volunteers, participants and partners.”

This policy also addresses how we work with others:

“Relationships with the people we work with

We recognise the importance of identifying the obstacles that prevent some people and groups from becoming involved and seek to remove them. The project will work from the basis of valuing the contribution of everyone and welcoming the involvement of all groups. This is underpinned by our core values. We will:

- Seek to use accessible venues for events
- Encourage groups to share resources, information, knowledge and skills
- Actively establish opportunities for groups to share and network
- Encourage all members of the community to participate and engage on matters of equality and diversity
- Support and educate individuals and groups so that they can challenge discrimination
- Work in partnership to develop best practice guidelines with the organisations and agencies we work alongside”.

Equality and Diversity in Practice

Upon signing the MOVE Partnership Agreement partners will agree to adhere to Urban Challenge policies which will include the Equality and Diversity Policy.

In practice, we will ensure that equality and diversity is embedded into the delivery of all MOVE services and activities through a variety of means outlined in the Action Plan (Appendix 4) including:

- Identifying and understanding the needs of participants and potential participants.
- Reviewing reports and evaluation of partners’ previous work with MOVE target groups and build lessons learned/ best practice into project delivery.
- Ensuring that consideration is given to location, physical access, communication and timing as an integral part of service delivery
- Project Management Board to identify partners with particular strengths and expertise in equality and inclusion, and to appoint a minimum of two Equality Champions to provide advice and support to the partnership.
- Staff and volunteer induction, ongoing training and regular supervision.
- Ensure that a variety of publicity and promotional methods are used to attract all sectors of the community (including specifically targeting marginalised groups and those people who are socially isolated) as detailed in the Marketing and Communications Plan (Appendix 6).
- Building on Partners’ existing networks of local community groups and special interest groups that are already working with vulnerable people that the project is aiming to target, e.g. the Health and Wellbeing Board, Financial and Social Inclusion groups, Migrant Community Networks, Community Forums and support groups.
- Encouraging members of the local community to get involved in the planning and delivery of the project through sub-groups and volunteering opportunities.
- Regular monitoring to be carried out throughout the lifetime of the project to enable accurate records to be kept of staff, volunteers and participants.

Equality and Diversity in Recruitment

Urban Challenge has an HR Policy which is a commitment to equal opportunities. All new posts will be advertised as widely as possible (subject to budgetary restrictions) and throughout the voluntary and community sector via established networks. We recognise that the delivery and development of a high standard of service to service users is dependent upon having the right people in the right place at the right time and therefore regards the operation of an effective recruitment and selection policy as an essential

management tool. We are committed to operating selection processes that ensure fair and equitable treatment for all applicants. Our recruitment policy is carried out in accordance with our Equality and Diversity Policy and in compliance with relevant legislation to ensure all appointments are free from discrimination.

Our values and principles include but are not limited to:

- A belief in the equality of opportunity and social justice for all
- A belief in the right of individuals to work collectively to participate in decision-making
- To ensure that recruitment and selection is fair and promotes equal opportunities
- We are committed to an Equal Opportunities policy and welcome applications irrespective of sex or marital status, racial background, disability, age, sexual orientation, language or social origin or other personal attributes, including beliefs or opinions such as religious or political beliefs.

Monitoring & Review

The Project Co-ordinator will continually review progress against equality and diversity to ensure the project is delivered in line with policies and procedures. Gender equality and equal opportunities will also be a specific cross cutting theme for the project and delivery partners will be required to report on their progress towards equality and diversity within their quarterly reports.

N) Sustainable development

The MOVE project sustainable development action plan (see Appendix 5) sets out the Greater Lincolnshire MOVE project's commitment to supporting sustainable development. It covers how the partnership will operate internally to be more sustainable and how we will work with participants to encourage them to make positive sustainability choices. We recognise that many partners have been working to integrate sustainable development principles and practices into their policies and ways of working already and we will seek to learn from and build on this practice as we move forward. We also recognise that sustainable development cannot be a tick box exercise for partners: to achieve meaningful outcomes, it must be embedded at every level of delivery and management.

The principles underpinning the MOVE Partnership's approach to sustainability are:

Knowledge and skills: equipping partners and participants with the knowledge, skills and confidence to make sustainable choices and promote environmentally responsible behaviours

Low carbon: becoming low carbon, resource efficient, and encourage sustainable travel practices by staff, volunteers and participants.

Reducing waste: minimising waste production and diverting waste from landfill through increasing re-use, recycling and recovery

Wellbeing: enhancing the health and wellbeing of project staff, volunteers, participants and the wider community

Guidance packs

Guidance produced for partners, and made available through training and the website, will include:

- Signposting to local and national sustainability resources, e.g. NCVO and Sustain Lincolnshire.
- Context: local, national and international sustainability plans and targets e.g. Lincolnshire County Council, the 17 UN Sustainability Goals, DEFRA
- Contact details of the partnership's Sustainability Champions
- Case studies to inspire and encourage change
- Information about local public transport networks/ schemes, e.g. Call Connect, local bus and train route information, Lincoln Area Dial-a-Ride, voluntary car schemes, Hirebike, cycle network maps and links to local authority campaigns such as car share schemes, Access Lincoln and Cycle Recycle.
- Example procurement policies and advice e.g. the Institute for Sustainability's Local Procurement Toolkits

- Teaching resources that can be adapted to expose participants to sustainability messages e.g. basic literacy skills courses could use literature with a sustainability message; transferable skills courses could use practical exercises to enhance the local environment to teach about both teamwork and biodiversity.

Partners will be required to participate in an annual benchmarking exercise and action planning (based on resources produced by Ecotech), for example:

| Questions | What to look for | Guidance - Score 5 | Guidance - Score 10 | Key Word Definition | Score (Max 10) | Evidence / Comments | Actions |
|--|--|--|---|---|----------------|---------------------|---------|
| Is sustainability included in your key staff's personal development and appraisal process? | Copies of personal objectives In personal development plan | Some key staff have sustainability objectives. | All key staff have clear, sustainability objectives. | "Key" includes those with influence over business activity e.g. ops managers, finance managers etc. Basic training refers to an overview of the principles of sustainability and examples of good practice. Advanced will include examining the opportunity to include sustainability criteria in the various stages of the business cycle. | | | |
| How is your sustainability implementation plan linked with other organisational strategies and management system such as corporate strategy and EMS? | Copies of strategies and management systems | It is linked to some but not all. | It is linked to all relevant strategies and management systems. | | | | |
| Does your organisation have a sustainability policy? | Copy of policy, should be updated every 2 years | We are developing our sustainability policy. | We have a sustainability policy in place. | Where an organisation does not have a separate sustainability policy but can demonstrate that other policies clearly incorporates sustainability, respondents should award themselves 10. An environment policy with no evidence of the company addressing social and economic issues should score a maximum of 5 | | | |

O) Project resources

Staffing resources

The establishment of a Project Management Team (employed by the lead partner) will be essential to the overall coordination and management of the project. Recruitment at the beginning of Year 1 will include a Project Coordinator and Project Support Officer, both full-time posts. Further funding will be used towards the roles of CEO oversight and strategic development, finance and the internal evaluation function of the project. These functions will be delivered through existing posts within Urban Challenge, utilising existing skills and experience.

The Chief Executive of Urban Challenge will be responsible for the strategic oversight of how the project is managed (referred to as 'project management' in the stage 1 application: *"The CEO will carry out the Project Manager role for the project and will be supported by a Project Coordinator"*). To ensure clarity of roles, although the role has not materially changed this term has now been replaced with 'Oversight and Strategic Direction' to make clear the distinction between this and the Project Coordinator role. The CEO's responsibilities will entail:

- Performance oversight: scrutiny of reports produced by the Project Coordinator on delivery and progress against targets
- Line management of the project coordinator, internal evaluation function and finance officer
- Receiving reports from the external evaluator
- Strategic development of the partnership and establishing working relationships with external stakeholders and other BBO projects, to ensure the project is linked into and complementing other provision and projects.

Day to day coordination of delivery activities, performance reporting and monitoring progression against delivery plans will be the responsibility of the Project Coordinator, a role which will be recruited for in line with internal HR procedures and funders' requirements. Following stage 1 submission, we have reviewed the responsibilities of all roles in the project management team, and have reduced the hours built into the project for CEO Oversight and Strategic Direction to reflect the scope and responsibilities of the Project Coordinator role and to ensure value for money, as the funding apportioned to Urban Challenge as lead partner is a fair reflection of the work that the team will undertake.

Internal evaluation is a function already performed by Urban Challenge Area Coordinators as part of our continuous quality improvement processes and as part of our accredited quality assurance awards such as Matrix, NAVCA, liV, VCQA and PQASSO. The team conducts internal evaluation of specific projects (such as ERDF SME development, Mental Health Promotion Fund supported volunteering, ESF/SFA employability courses) and of the everyday delivery of local authority-commissioned volunteer brokerage and community support operations. This will add value to the project, as it will be informed by their knowledge and understanding of local needs, services and networks and experience of delivering external evaluation for the Boston Mayflower Big Lottery-funded FIT4 programme. The internal evaluation function will thus form part of an Area Coordinator's existing role and complement independent external evaluation processes (see 'Recruitment, management and supervision', below, and Section K). The Area Co-ordinator will spend 8 hours per week carrying out the internal evaluation role for the Greater Lincolnshire MOVE project.

Appendix 3 provides summaries of the staff posts to be funded by the Building Better Opportunities Fund. Appendix 2 gives a staff structure of existing and new posts within the partnership.

CEO, Chair & Finance Director Profiles

The Chief Executive, Chair and Finance Directors will have a key role in shaping and steering the project. Below is a short profile of their skills and experiences:

Ben Barley, Chief Executive

Ben joined the organisation in 2002, carrying out a number of roles before taking over as Chief Executive in 2012. Ben provides oversight and strategic direction for the organisation, whilst coordinating project delivery and ensuing contract compliance and effective organisational governance. Ben has significant experience in partnership working and managing a range of community programmes including community economic development, volunteering and employability projects funded the Big Lottery Fund, European Social Fund, European Regional Development Fund and other local funding streams. In his spare time Ben is Treasurer for Lincolnshire Crimestoppers and Vice-Chair of his local Parish Council.

Nev Jackson, Chair

Nev has been a company Director and Charity Trustee since 1997. Nev is a retired Trade Union official with over twenty years experience in the sector. Nev has excellent local knowledge and contacts through his role as local District and County Councillor and supports many local community and voluntary organisations.

Ian Extance, Finance Director

Ian has been a company Director and Charity Trustee since 1997. Ian is a retired former Assistant Chief Executive of Lincolnshire Co-op who has a vast range of skills and experiences including governance, financial management, HR, legal and risk management.

Recruitment, management and supervision

The recruitment of the project team will be carried out in line with our recruitment policy and funders' requirements. Posts will be advertised through local Job Centres, across our range of local networks (including Involving Lincs) and through our delivery partner networks. We will seek to appoint people with the appropriate skills and experience, whilst aiming to maximise opportunities for local employment.

The Project Coordinator will be line managed by the Urban Challenge Chief Executive Officer (CEO) who will be responsible for overseeing the project. The CEO, in the role of Oversight and Strategic Development will in turn report to the Urban Challenge Board of Trustees and the Project Management Board.

The Project Coordinator will manage the Project Administrative Support Officer and Project volunteers. Other functions (Finance and Internal Evaluation) will report to the Project Coordinator, but will be line managed by the CEO. Project volunteers may be supervised in their day-to-day activities by local project staff (for example, those delivering the specialist support functions, if volunteers have been recruited specifically to help them).

External evaluation of the project will be a tendered-for service, with the evaluator reporting to the CEO and Project Management Board. This service will be openly procured in line with ESF procurement rules.

Management of project staff will be carried out in line with the Urban Challenge HR strategy.

Volunteer resources

Urban Challenge has Investing in Volunteers (IiV) accreditation in relation to the identification, recruitment and involvement of volunteers, and has two members of staff accredited as IiV advisors. Volunteers will be recruited through Volunteer Centres across the Greater Lincolnshire area and from beneficiaries of the various services and activities, and from the local communities via existing networks. We have a Volunteer Policy in place which includes guidelines for the rights and responsibilities of volunteers. Any delivery partners recruiting volunteers will be expected to recruit and support volunteers in line with recognised good practice and Urban Challenge policy. We also provide training on recruiting and retaining, and managing volunteers, which will be available to partners, plus resources (e.g. sample volunteer roles) on the partners' webpage.

It is expected that various volunteering roles will be identified and created from the project, including but not limited to:

- Community Project Ambassadors – including, but not limited to, beneficiaries of the project who will attend community events to raise the profile of the project and encourage people to access support
- Sustainability Champions
- IT Champions
- Participant Involvement Sub-group representatives
- VCS Project Team Support Volunteers – supporting administrative tasks, marketing activities and webpage development.

Volunteers who meet the specifications of these roles will be recruited and subsequently provided with induction, training and ongoing support which is standard practice. Volunteers will be encouraged to participate in project meetings and events in order to ensure that learning and good practice across all communities and all project areas is shared and that signposting between different areas and activities is encouraged. Volunteers' contributions to the project will be recognised in the annual Volunteers Week celebrations and local volunteering awards, as well as informally,

Induction and training

Project staff and volunteers will receive a structured induction into the organisation and the project. The induction will include a basic level of awareness raising on topics such as health and safety, safeguarding, equality and diversity, information, advice and guidance (IAG) principles and data protection and confidentiality. Further training applicable to specific roles will also be offered, e.g. disability awareness.

Staff and volunteers will also be supported by our Workplace Learning Advocates and encouraged to undertake any further training that will help them in their role or to achieve their goals.

Delivery partners will also receive a project induction, to be delivered in the first month of the project, and prepared for during the project development phase. This training will build on previous partnership meetings and discussions, but will include:

- Shared contact details and lists of services offered by all partners (including those beyond the scope of the MOVE project)
- Referral pathways and contacts
- Use of the MIS system
- Introduction to the cross-cutting themes: Sustainable Development and benchmarking exercises, and the Inclusion and Equality action plan
- The Marketing and Communications plan, funders' requirements and use of branding and logos
- The partners' web page resources
- The evaluation framework, an opportunity to meet internal and external evaluators
- Working through the Partnership Agreement to clarify/ remind partners of expectations of them (e.g. policies and procedures, reporting, data security etc.) and how they will be accountable to Urban Challenge
- Partnership meetings – schedule, structure and roles of each group/ sub-group
- Reporting, monitoring and audit requirements (including financial systems, timesheets etc)
- Opportunities for networking

Diversity

Celebrating diversity is central to the way we work. We believe that everybody has a contribution to make because we all have different experiences, values and abilities.

Employment with the project is open to anyone who wishes to work for us and has the necessary skills and qualifications, irrespective of any of the protected characteristics. We will do all we can to be flexible about job location and hours of work, in recognition of issues such as disability, care responsibilities etc. We are committed to supporting our staff and will make every effort to keep them in employment should their circumstances change.

Our Volunteer Policy reflects our commitment to developing and maintaining an organisation in which people with differing ideas, abilities, backgrounds and experiences are able to participate and contribute. Our volunteers are a mix of genders and ethnicities and are aged between 18 and 80.

Partnership working & managing a large partnership

We recognise that a large and complex project will require careful management to ensure it can be delivered effectively, which is reflected in the Project Team resources.

The Project Management Board will provide the steering group function for the project and oversee delivery. The Board will include a representative from all delivery partners and act as a forum to share best practice as well as identifying issues and solutions.

Partners' 'front line' delivery staff will be expected to attend Area Delivery Sub-group meetings quarterly, to share knowledge and understanding of local issues, best practice and suggestions. Representatives of local communities will be invited to contribute to Participant Involvement Sub-group events twice a year across the county, each time in a different community venue to provide as many people as possible with opportunities to attend and have their voice heard. Beneficiaries and potential beneficiaries, and community representatives (e.g. from residents groups or parish councils) will also be involved in shaping delivery.

Frontline delivery staff and volunteers will have a critical role in working with and providing feedback to the Project Coordinator, Area Delivery Sub-groups and evaluators to ensure the activities are being implemented and are delivering what the community needs and wants in order to meet the project outcomes (please refer to the Gender Equality and Inclusion Action Plan, Appendix 4). The Project Coordinator will meet with each partner quarterly to discuss delivery, progress towards targets and build a strong working relationship.

The management systems and processes required to manage the partnership are detailed further in Section L: 'Systems and Procedures' and project delivery is discussed in greater detail in Section I: 'Project Delivery'.

Employer links

The project will engage with the Greater Lincolnshire Local Enterprise Partnership, the Involving Lincs 'Community and Business' group and local employers to identify relevant skills needs and shortages and support project participants to develop their skills in line with current and emerging employment markets. This will ensure that skills levels within the general working population reflect adequately the employment markets, both current and future. The project will build upon existing links with large employers across Greater Lincolnshire including Siemens, Tata Steel, Lincoln College and the local District Councils.

The project MIS system also contains a 'participant login' area that allows participants to search for jobs through a comprehensive 'job search' tool.

Partner resources

Partner organisations have been selected following a rigorous due diligence process, and all have demonstrable track records in delivering ESF/ Big Lottery and/or employability projects. Additional services delivered by partners offer significant 'added value' to the project, providing opportunities for recruitment of participants and for progression.

Partners are all active participants in local networks, and have robust referral pathways in place with other service providers, such as Jobcentre Plus, the Probation Service, Youth Offending Team, local authorities, housing providers, Nacro and CAB. The project will thus be represented across the county's networks and forums, and existing referral pathways will be built upon to incorporate the new services.

To ensure that delivery is distributed equitably across the county, and to take services into the more remote areas of this large, rural county, partners have local offices and will build on established outreach locations, engaging with hard to reach people through:

- tenant engagement with housing associations
- support groups for people specific health/ other needs, such as carers' groups
- community groups/workplaces with a high number of migrants (e.g. agri-food) to encourage promoting opportunities by word of mouth
- agencies supporting people in need e.g. food banks, Community Mental Health Team, Probation Services, faith organisations, Substance Misuse Services, Home Start, Disability Teams, Families Working Together, District Councils, Citizens Advice and Youth Services.

Community resources

As part of the work already undertaken through the MOVE project planning, partner organisations have identified their experience of delivering employability and skills support. Through the Expression of Interest and due diligence processes, each partner has outlined their qualifications, accreditations and staff resources that would support delivery of the project's objectives. Part of the partner selection process considered the ability of partners to deliver services through outreach and in community venues. Their involvement in local neighbourhood projects and networks was an important selection criterion, as was their understanding of the issues facing local communities.

Community groups and project partners serving some of the target beneficiaries of the MOVE project have also contributed significantly during the development phase in terms of consultation and research (see Section J, 'Involving Participants' and Section D, 'Learning and evidence'). Possible opportunities for further engagement will be explored in order to take advantage of the wealth of knowledge and experience that the grass roots community groups within these local communities possess. In order to ensure that MOVE services and activities are embedded in the local communities, the project will continue to utilise community buildings for workshops, training and other areas of activity.

P) Project budget

The budget below provides a detailed break-down of costs across the project.

| Budget Heading | TOTAL Project | Year 1 | Year 2 | Year 3 |
|--|----------------------|----------------|----------------|----------------|
| <u>Direct costs</u> | | | | |
| Staff costs - project management & administration | 246,350 | 80,496 | 82,106 | 83,748 |
| Project evaluation | 54,250 | 16,000 | 16,000 | 22,250 |
| Delivery staff costs | 1,198,773 | 399,591 | 399,591 | 399,591 |
| Delivery staff expenses | 56,595 | 18,865 | 18,865 | 18,865 |
| Participant travel expenses | 78,135 | 26,045 | 26,045 | 26,045 |
| Participant childcare | 31,770 | 10,590 | 10,590 | 10,590 |
| Participant allowances & expenses (inc carer costs) | 43,800 | 14,600 | 14,600 | 14,600 |
| Venue hire | 26,610 | 8,870 | 8,870 | 8,870 |
| Equipment | 18,800 | 14,000 | 2,400 | 2,400 |
| Consumables (software licenses, stationary, publicity, marketing & events) | 72,743 | 24,235 | 24,235 | 24,273 |
| Direct costs - total | 1,827,826 | 613,292 | 603,302 | 611,232 |
| <u>Indirect costs (15%)</u> | 274,174 | 91,994 | 90,495 | 91,685 |
| TOTAL | 2,102,000 | 705,286 | 693,797 | 702,917 |

Changes from stage one and rationale:

- **Staff costs – project management and administration** – Costs reduced slightly (6%) due to a reduction in project hours for the CEO carrying out the Project Oversight role.
- **Staff costs – delivery staff** – Costs reduced slightly (4%).
- **Delivery staff expenses** – Costs reduced by £15,405 (21%) due to delivery taking place at local venues.
- **Venue hire** – Costs reduced significantly, by £38,190 (59%) due to delivery taking place from delivery partners own venues or venues provided at very low cost.
- **Participant travel** – Costs increased by £45,835 accounting for the delivery partners anticipated needs of participants and reflecting the geography of Greater Lincolnshire.
- **Participant childcare** – Costs increased by £11,938 to ensure adequate childcare provision can be provided for any participants that require childcare support to engage in the project.
- **Participant allowances and expenses** – New budget accounting for anticipated participant expenses including the reimbursement of lunch costs and a contribution to interview clothes, where required. The Budget also includes a budget to pay for carer costs for participants that require carer support to engage in the project.
- **Indirect costs** – Increased by £47,194. This accounts for an increase in contributions to rent, light and heat for delivery venues and the reduction in costs for hiring external venues.

Items of Equipment

Project equipment – Items of equipment are primarily to be purchased in year 1 (at the beginning of the project). These include:

| Item | Quantity | Purpose |
|----------------|-----------------|--|
| PCs & laptops | 13 | Purchased by delivery partners to be used by front line delivery staff. |
| IPads, tablets | 10 | Purchased by delivery partners for project outreach and participant use. |

Further small items of equipment are scheduled to be purchased in year two and three, such as tools and resources for participants to use when engaging in gardening and recycling project activity.

All items of equipment will be purchased below £1,000 each.

Information management system – The project information management system has been developed and will be implemented using funding from the Development Budget. Annual licence fees for the system are calculated at £12,240 per annum (included within project consumables budget).

Indirect costs

Indirect costs are clearly distinguished from direct costs and a flat rate project apportionment of 15% has been applied to the project and adopted by all delivery partners. The rate of 15% is based on the average delivery partner estimated indirect costs for the delivery of the project. A breakdown of the indirect costs for the project is provided below:

| Indirect costs | Year 1 | Year 2 | Year 3 | TOTAL Project |
|--------------------------------|---------------|---------------|---------------|----------------------|
| General admin or support staff | 24,000 | 24,000 | 24,000 | 72,000 |
| Cost of premises | 48,000 | 48,000 | 48,000 | 144,000 |
| Insurance | 4,800 | 4,800 | 4,800 | 14,400 |
| Utilities & overheads | 15,194 | 13,695 | 14,885 | 43,774 |
| TOTAL | 91,994 | 90,495 | 91,685 | 274,174 |

Consultants & contractors

The project will appoint an independent evaluation consultant to carry out the external evaluation of the project. The costs are based on 8 days per quarter and 25 additional days for the end of project report. A project evaluation rate of £250 per day has been allocated based on evaluation costs of other similar projects. (The total costs for the external evaluation is £30,250). The procurement of the external evaluation will be undertaken in line with ESF procurement rules.

Travel & expenses

Staff travel costs are based on anticipated travel requirements of all project delivery staff. Travel costs are reimbursed at the HMRC approved rate of 45 pence per mile or the cost of public transport.

Participant travel costs have been based on delivery partners estimated requirements of project participants living in remote areas (this takes account of 48% of Lincolnshire residents living in remote areas).

Participant childcare costs have been based on delivery partners estimated requirements of project participants (childcare costs have been based on the UK average of £4.60 per hour).

Participant carer costs have been based on estimated requirements of participants with caring responsibilities (costs have been estimated using the average cost of £15 per hour).

Participant allowances & incentives includes participant allowances for the purchase of interview clothes and lunch allowances where required by project participants. Participant lunch costs will be reimbursed at a rate of £2.50 per day (against a valid receipt) for participants, where lunch is required to enable participation in the project.

Other costs

Venue hire - Venue hire costs for project outreach and events. Overall costs are relatively low due to the majority of partners delivering activity from existing premises.

Project consumables:

- **Stationery, marketing and communications** - The budget includes printing, stationery and resources for marketing of the project.
- **Information management system licence fees** - Annual licence fees for the information management system are calculated at £12,240 per annum.

VAT

As lead partner, we are not VAT registered and therefore unable to claim back VAT on our project costs. There are also 14 delivery partners who are not VAT registered and therefore unable to reclaim VAT. The remaining 9 delivery partners are registered for VAT and will therefore reclaim elements of their project costs.

VAT has therefore been included within the budget for all items where it cannot be reclaimed.

Eleven of the fourteen delivery partners that are unable to claim VAT are also registered as Charities and therefore qualify to pay a reduced rate of VAT on certain goods or services. However, we do not anticipate that goods or services that qualify for a reduced rate of VAT will be required to be purchased by the project.

Q) Financial planning

The following table outlines the revenue, overhead and capital costs required for the project:

| Budget Heading | Year 1 | Year 2 | Year 3 | Total Project |
|-------------------------------|----------------|----------------|----------------|----------------------|
| Revenue (Direct costs) | 599,292 | 600,902 | 608,832 | 1,809,026 |
| Capital (Direct costs) | 14,000 | 2,400 | 2,400 | 18,800 |
| Overheads (Indirect costs) | 91,994 | 90,495 | 91,685 | 274,174 |
| TOTAL | 705,286 | 693,797 | 702,917 | 2,102,000 |

Please note that small items of equipment are scheduled to be purchased in year two and three, such as tools and resources for participants to use when engaging in the gardening and recycling projects.

In-kind contributions

In-kind and added value contributions to the project have been identified as follows:

- Board of Directors / Trustee advice and support (including Finance Director).
- Honorary Legal Advisor providing guidance and assistance with any potential legal issues.
- Project volunteers
 - Community Project Ambassadors (including, but not limited to, participants of the project who will attend community events to raise the profile of the project and encourage people to access support)
 - Participant Involvement Sub-group representatives
 - Project Team Support Volunteers – supporting administrative tasks, marketing activities and webpage development.

Systems & processes

We will use the following systems and processes to manage the project funds and track expenditure:

- Secure BBO bank account requiring two signatories to authorise transactions.
- SAGE accounting software with individual budget headings and cost codes for delivery partners.
- Invoice 'folio numbering' system.
- Master spreadsheet detailing profiled budgets and actual costs, broken down by budget headings.
- Individual delivery partner spreadsheets including profiled budgets and actual costs, broken down by budget headings.

We will also provide a facility for maintaining financial records for up to 10 years following the final project claim submission.

Monitoring income and expenditure

The monitoring of project income and expenditure will be carried out by the Finance Officer and Project Co-ordinator. The process will also be overseen by the CEO. Claims and payments to delivery partners require authorisation by the Project Manager and a Director/Trustee.

Delivery partner claim packs will be produced including:

- Guidance on claim processes, requirements, timeframes, etc
- Quarterly claim forms
- Expenditure spreadsheets
- Timesheet templates for all staff

Delivery partners will be required to submit evidence of all project expenditure on a quarterly basis which will be kept centrally by the lead partner. Evidence will be checked by the Finance Officer in line with EU audit requirements.

Procurement

We do not anticipate any significant procurement through the project. If during the course of the project it becomes clear that small discrete services are needed, these will be procured by the lead organisation in line with Public Procurement Regulations and the national procurement rules for ESIF, as appropriate. This will involve procuring goods or services, or a series of related services, costing more than £2,500 through an open and competitive tender. We will seek quotes from at least three suppliers and provide these to the Big Lottery Fund before proceeding.

State Aid

Following guidance from the Charity Law Association, Department of Business, Innovation & Skills guidance and specific advice from Saul Fairholm Accountancy, we have identified that the State Aid rules will not affect our project for the following reasons:

1. The project will not confer an advantage to an undertaking as delivery partners will not be charging for goods or services. The project has no commercial benefit (there is no profit element); this is, by definition, a non-economic activity. There is, therefore, no negative effect or detriment on competition or to other commercial competitors.
2. The project will not distort or have the potential to distort competition as the project addresses gaps in current market provision of support for people facing barriers to employment: potential competitors - whether Urban Challenge or private sector or statutory bodies - are not delivering these services. All partners will be delivering activity for charitable, educational or social purposes. Furthermore, services will be delivered for free to private individuals, and not traded with other organisations or businesses. Applying the Market Economy Investor Principle to the project, being predicated on improving individuals' personal circumstances and delivering no profit-making activities, it is unlikely that any private investor in normal market conditions would invest in this project: thus, competition would not be distorted.
3. The project and delivery activities are not tradeable between member states. Localised project delivery suggests that activities will not distort competition or impact on trade between member states (as in the case of Dorsten swimming pool, N258/2000). Although the project is countywide, the market for activities will be local people with services delivered in defined local areas.
4. No participant or project participant will benefit by more than 200,000 Euros in a 3 year period.

State aid funding received by the project lead in the last three financial years:

2015-16 - Nil

2014-15 - £900.00

2013-14 – Nil

R) Marketing and communications

Background

The Greater Lincolnshire MOVE project is a partnership of 24 local third sector organisations, training and education providers who will be working together for three years to deliver an employability support programme to some of the hardest to engage people in Lincolnshire.

The marketing and communications strategy for the partnership will use a range of media and methods of communication to attract participants, create referral networks, share information and learning and to inform stakeholders about relevant areas of activity. Many of the partners on the Project Board have significant experience in these areas, both locally and nationally.

As lead partner, we will build on this to:

- Ensure that MOVE achieves the overall aim as expressed in Section G of this plan.
- Engage effectively with stakeholders and ensure that all stakeholders understand what MOVE is trying to achieve
- Demonstrate its success
- Change behaviour and perceptions towards worklessness (of individuals and organisations)
- Monitor and measure the effectiveness of the MOVE Project communication strategy

Key to community engagement and involvement will be effective two-way communication, supported by timely and reliable information. It will be essential for the MOVE Project Management Board to ensure that its marketing and communications strategy provides a framework for effective communication at all levels, through informing, involving and obtaining buy-in from all partners for the duration of the project.

Project Marketing and Communications Objectives

The main objectives of the marketing and communications strategy will be to:

- Raise awareness of the project's aims and objectives and build brand recognition
- Increase local people's access to information about the range of employability support available through the project
- Provide mechanisms for regular, timely communication between partners
- Support partners to consistently meet the publicity and branding requirements of the funders
- Create opportunities for all stakeholders to share their experiences of the project and collate learning

Cross-cutting Themes

All access barriers will be considered in marketing materials, website etc. This will include careful use of appropriate language, using imagery that promotes inclusivity, large print versions of publicity and the ability to view the website in 'large print'. It will also include recruitment of ambassadors speaking community languages.

Equality measures will be included in all service specifications and the delivery agencies will be expected to recruit people from harder to engage groups.

Partners will be encouraged to consider the environmental impact of producing marketing materials, for example using recycled paper (and including a message to that effect) and using emails to send round bulletins and newsletters rather than hard copy (where appropriate).

These points will be included in the marketing training delivered to partners, and will be built into project evaluation and monitoring.

Target Audiences

Internal audiences: this includes the 24 partner organisations delivering the project and their frontline delivery staff (who will be represented on the Area Delivery Sub-Groups and ad hoc ‘task and finish’ subgroups), the Project Management Board, internal and external evaluators and participants.

External stakeholders: this includes funders, other Building Better Opportunities projects (locally, regionally and nationally), other third sector organisations supporting target client groups (such as carers’ support groups, ESOL language classes) and referral partners offering specialist support beyond the scope of the MOVE project, including statutory or private service providers such as housing associations, Job Centre Plus offices and mental health networks. Additionally, it will include wider support networks, service commissioners and local authorities as we hope to influence and inform decision makers.

Local people: This includes current participants, as well as people who have progressed through the project and people who may potentially engage with the project in the future. It also includes local voluntary groups and community leaders who have a strong understanding of local peoples’ needs and aspirations.

Internal Communications Mix

Project meetings: the Partnership Board will meet quarterly, and will consist of senior representatives of each of the partner organisations, internal and external evaluators, members of the project management team and representation from each of the sub-groups. Funders will be invited to attend should they so wish.

Area Delivery Groups will be held quarterly, one in the north of the county and one in the south. These will be aimed at providing frontline delivery staff and volunteers an opportunity to come together and discuss issues, concerns, experiences and best practice in service delivery. Representatives of the project management team and project evaluators will also attend, and participants invited to attend if appropriate.

There will be an annual partners’ ‘sharing learning and best practice’ event, to which funders, evaluators and other BBO / employability projects will be invited.

Partners’ webpages: either a stand-alone partners’ website or as an adjunct to the Urban Challenge site, this will be password-protected and contain resources and information for all partner organisations. This will include meeting agendas/ minutes, downloadable logos, funders’ guidelines, forms, news, templates, policies and training resources.

Time management tools: as detailed below, these will be used for internal and external communications to ensure timely, regular and meaningful communication between partners. Monthly news bulletins will be circulated to partners by the project management team with updates, events, reminders, case studies and news.

External Communications Mix

Press releases and articles: templates for press releases and contact lists for local print and radio media will be available on the partners’ area of the website. Partners will also be encouraged to add to this list, capitalising their local knowledge and contacts. Training will be available on writing strong press releases and engaging articles, and tips and examples will be available on the partners’ website. Some partners have specialist communications and/or marketing teams, who will be asked to contribute to these resources as part of cross-partnership skills sharing.

Leaflets and posters: templates, branding and style guidelines and downloadable logos will all be available on the partners’ area of the website.

Events: partners will be encouraged to attend local and countywide events to promote project services. The project management team will ensure a coordinated presence at local careers and training information events/ fayres. There will also be opportunities for potential participants to come along and find out more about the project at community events, outreach etc.

Networks: the project management team will build on existing networks and partnerships to ensure that the project is represented at local training/ education, employment and support networks, such as Learning Communities, Give it a Go Day, local employment partnerships, disability forums, migrant community networks and Lincolnshire Advice Network.

Online tools

The use of online tools can significantly enhance the efficiency and effectiveness of the project's communications, as well as providing additional channels for sharing ideas, receiving feedback, promoting the project and notifying partners and the public of project events and achievements.

Website: currently we are using our website to disseminate information to partners and stakeholders, which carries some risk of their misunderstanding the nature of the MOVE partnership as a separate entity. It is proposed that a simple, accessible public gateway will be branded with the MOVE logo and clearly explain the nature of the funding and project activities. It will include links to partners and social media and will feature a 'contact us' button.

Facebook: a useful tool for participants, and potential participants, to find out about the project, receive notifications of events and contact the project team directly. Project posts can also be shared online, thus extending the reach of marketing messages to their social networks. There is also the option of posting a paid-for advertisement (min. cost £5) for greater impact, should this be required.

Twitter: posts on Twitter.com will be used primarily to reach organisations and other service providers as a networking and awareness-raising tool. Our short posts can be shared (retweeted) onto followers' timelines. Links and images can also be shared.

Hootsuite: is an online tool that can send messages/ posts simultaneously to different social media accounts, and can schedule a number of posts to go out at pre-determined times, efficiently maintaining a regular and meaningful online presence.

Effective time management tools:

Doodle: a simple, free tool to schedule meetings between multiple partners at mutually convenient times, which also has the capability to track responses, send automatic or manual reminders and request additional information such as e-mail address or phone number.

Survey Monkey: surveys will be used to collect feedback from stakeholders and participants, and will provide a useful tool in involving participants in directing services. Survey Monkey is a simple online platform, which also provides summaries and reports on responses, which will be used for evaluation and monitoring.

Mail Chimp: can be used to create email campaigns, newsletter mailing lists and bulletins to send to targeted audiences. It also has the ability to manage subscriber lists, allow recipients to unsubscribe, build email campaigns and review campaign reports (e.g. click-throughs from links included in mailshots). This will be used to send project news and updates to stakeholders and participants

Eventbrite: a free, easy to use searchable event management platform that can be linked to other social media to promote events. It can be used to manage invitations and bookings, produce attendance lists, send reminders and produce event reports.

Branding

MOVE will comply with ESF and the Big Lottery Fund's guidelines in using their logos and acknowledging their funding throughout the partnership. Copies of the funders' guidelines will be circulated to all partners and links made available online.

A MOVE project logo will be designed, exploring opportunities to use local networks to find a pro bono designer or partners' own in-house skills. This logo should be used on leaflets/posters/general publicity alongside the Big Lottery and ESF logos. All logos will be available to download in various formats through the partners' webpage.

Staff Training

Training on all of the above will be available to partners on a rolling schedule throughout the project, with instructions available on the partners' webpage. Online media training will be based on existing courses delivered to community and voluntary organisations.

Additionally, all partners will go through a short session on MOVE marketing and communications plans, including branding, as part of the project partners' induction. Supporting materials will be available electronically at all times.

Evaluation and Review

The effectiveness of the marketing and communications plan will be continuously assessed through evaluation interviews, questionnaires, course feedback, recording referral generation routes and participant surveys.

Ongoing evaluation reports will ask:

- Does everyone in the partnership know what the key messages are?
- Do internal partnership communication structures support external communication?
- What external factors may influence the impact of our messages, either positively or negatively? What is being done to mitigate negative influences and capitalise on opportunities?
- Have all of the project's stakeholders been identified? What do they need from us, and are those needs changing over time? What are their perceptions of the project?

This information will then be included in quarterly highlight reports and evaluation reports to the Project Management Board and/or funders. The Marketing and Communications Plan will be reviewed annually by the Project Management Board, to build in lessons learned and evaluation feedback.

S) Lasting Impact

The Project Management Board (PMB), with support as required from Task and Finish sub-groups, will address the achievement of sustainable outcomes throughout the project's lifetime. This theme has been embedded throughout the project design and supporting plans (*please see the Sustainable Development, Marketing and Communications and Equality and Inclusion plans*), and has been informed by prior experience of project delivery across the partnership.

Partners will contribute through the PMB to developing a Project Sustainability Plan over the lifetime of the project to coordinate and focus efforts to sustain achievements. This will include:

- assessment of the current project, and use of quarterly reports and evaluation reports to help make informed decisions on what the future scale/scope of the programme could be;
- consideration of alternative future delivery models based on learning from this project (e.g. using volunteers to deliver a scaled-down service);
- seeking opportunities to influence local and national strategies to address worklessness;
- identification of what resources are needed to sustain the project and at what level any successor projects would need to operate in order to offer effective interventions;
- developing buy-in among stakeholders, local communities, commissioners and other strategic partners and creating new partnership opportunities;
- exploring sources of continuation funding and opportunities for future collaborative working between partners.

Some of the lasting outcomes that the project will aim to achieve include:

| Communities | | |
|--|--|--|
| Lasting impact goal | How it will be achieved | How impact will be measured |
| Increased use of community venues, particularly in rural or deprived areas | Local outreach raising awareness of the availability of venues and encouraging other service providers to use these venues | Evaluation reports, based on interviews with community venue managers |
| New community projects are developed between local delivery partners involved in MOVE. | Ensuring that the activities and achievements of MOVE are visible (e.g. community gardening projects) and well publicised (see Marketing and Communications plan). Community representatives are involved in project design and delivery, and are given opportunities to suggest ideas for improving local services. Evaluation reports include recommendations based on feedback regarding local needs and opportunities. Support is available to communities wanting to set up new projects. | Evaluation reports based on interviews with partners. Number of new projects and/or partnerships that can be directly attributable to involvement in MOVE (e.g. through networking and meeting new partners, or sharing skills and ideas). |
| Local communities have greater awareness of sustainable development issues and make positive choices that improve the local environment. | Participants and target communities are exposed to sustainable development messages by the project. Partners are required to demonstrate progress along their sustainability development plans over the course of the project. Information about sustainable development is embedded in project marketing materials, reports etc. | Participants report making more sustainable choices in their day-to-day lives, evidenced by feedback and evaluation interviews. |

| Participants | | |
|---|--|---|
| Lasting impact goal | How it will be achieved | How impact will be measured |
| Raised awareness of how to access local support/ services should additional needs arise after participants leave the project/ the project ends. | Through proactive marketing of the project in communities which are under-represented among current service users. Building robust referral pathways both within the partnership and externally. Identify individuals' barriers to accessing services, and address them through their personal development plan. | Monitoring reports regarding referrals made; evaluation reports; feedback from participants indicating increased knowledge of local support services and greater confidence in accessing them. |
| Engagement with the project leads to increased social networks, reducing isolation and increasing participants' sense of inclusion and wellbeing. | Initial needs assessments include social needs, which can be addressed through referrals to interest/ support groups and progressions into volunteering/ training/ employment. Individuals' personal development is measured through self-assessment tools that are updated as the participant progresses through the project. | Monitoring reports include progressions information. Participants report reduced social isolation in evaluation interviews/ feedback. Assessment tools such as the 'Outcomes Star' and exit interview feedback indicate distance travelled and participants' own perceptions of social and wellbeing benefits derived from the project. |
| Participants build a bespoke 'toolkit' of resources and information as they progress through the project that may be increase future | Participants are provided with training resources in a format that suits their needs. Life skills and techniques such as problem solving or mind mapping are built into Personal Development Planning. | Examples of the information given to participants. 'Outcome stars' indicate that participants feel confident that they are more able to address barriers by themselves, by identifying problems and either action planning for themselves or knowing where to go for more support. |

| | | |
|--|---|--|
| resilience to change by helping them self-manage their employment and development needs. | | Evaluation reports and exit interview feedback. |
| Participants report sustained increases in self-confidence | Confidence building training is provided both as stand-alone courses and embedded throughout 1:1 support. Building a relationship of trust with a named support worker will help participants to talk openly about concerns and for them to work together to address self-limiting beliefs. | Confidence-building course feedback. 'Outcome stars' indicate that participants feel that their confidence has been improved by engaging with the project. Evaluation reports and exit interview feedback. |

| Delivery partners | | |
|---|---|--|
| Lasting impact goal | How it will be achieved | How impact will be measured |
| Collaborative working between partners continues after the end of the project. | Opportunities for collaboration such as sharing costs/ training resources/ outreach/ staff and volunteer training and opportunities for new projects/ benefitting from continued cross-referrals are explored in partnership meetings and at Learning and Sharing events. | Partners report collaborative working plans at the close of the project. Evaluation reports indicate the value of collaboration to partners. Meeting minutes evidence discussions and actions arising. |
| Partners' future projects are informed by best practice and lessons learned from MOVE | Best practice and lessons learned will be shared through Area Delivery Groups, case studies, evaluation reports and annual Learning and Sharing events. | Feedback from partners, including the number of new projects designed/ funding bids submitted that have benefitted from the experience of the MOVE project. Evaluation reports include how the project has affected working practices for partners, based on lessons learned by the wider partnership. |
| Partners are able to access more funding opportunities following involvement with MOVE | Encouraging collaborative working on new projects; networking opportunities at project meetings and events; encouraging partners to discuss the project at local networks and forums. Partners share information about funding sources. | The number of new collaborative projects reported by partners arising from the MOVE project. Value of funding secured for successor projects. |
| Partners involve more volunteers in their service delivery | Volunteer Centres will provide best practice guidance for involving volunteers, and volunteer recruitment/ management training for any organisations requesting it. Examples of volunteer roles will be included on the partners' webpage and volunteer involvement will be included in evaluation activities. | Monitoring information regarding numbers of volunteers involved in delivery before/ after the project; evaluation reports. Attendance lists/ feedback from training. Example volunteer role descriptions. |
| Partners' staff and volunteers gain new skills/ experience from delivery of MOVE services, providing employability benefits for them as well as for participants. | On the partners' webpage, include information about training/ resources that may help staff/ volunteers to upskill. Delivering training in specific aspects of service delivery (e.g. IT systems). Ensuring volunteer roles created offer meaningful development opportunities. Providing opportunities for skills sharing between partners, e.g. in Task and Finish groups/ Learn and Share events. Area Delivery Sub-groups include discussions on upskilling and learning opportunities for staff/ | Evaluation reports based on interviews with individual delivery staff/ volunteers; partnership training and learning and sharing event feedback. Minutes from the Area Delivery Sub-groups. Evidence of shared training sessions (e.g. session plans, attendance lists, course feedback). |

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| | volunteers. The partnership explores opportunities for sharing staff/ volunteer training opportunities. | |
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| External stakeholders | | |
|---|--|--|
| Lasting impact goal | How it will be achieved | How impact will be measured |
| Partners are consulted by local policymakers and strategic planners | Partners will be encouraged to promote the project's achievements through local networks and in conversations with local authorities, statutory bodies and commissioners. The lead partner will take a strategic role in such discussion. Work with these stakeholders is addressed in the Marketing and Communications plan. | Evaluation reports indicating number of consultations partners have been invited to contribute to, either formally or informally. |
| Statutory services and local policymakers have greater understanding of how third sector services offer additionality | Service delivery will incorporate upskilling participants e.g. so they are able to use online job search resources/ Universal Credit. The partnership will demonstrate the strength of this model of partnership between third sector organisations working closely with statutory services to achieve the best possible outcomes for participants and share reports and case studies with stakeholders. | Evaluation reports based on interviews with local statutory service providers (e.g. Job Centre Plus) |
| Learning from the project is shared with the wider voluntary sector, and provides a basis for future service development. | Information about the project's achievements and lessons learned will be shared via local network and partnership meetings, through blog entries on the Urban Challenge website and at Learning and Sharing events (see also the Marketing and Communications plan). | Evaluation reports assessing the impact of shared learning on external stakeholders and third sector bodies outside of the partnership. Newsletter circulation lists indicate the number of external bodies receiving updates about the project, and reports on 'click throughs' indicate interest in knowledge-sharing stories. Attendance lists and event evaluation at Learning and Sharing events. |

Progress against these plans will be discussed in project meetings, and where necessary Task and Finish groups will be formed to address specific areas for improvement.

T) Risk analysis

The Risk Assessment table (Appendix 7) identifies, characterises, prioritises and documents a mitigation approach and specifies the lead person responsible relative to those risks [which are identified prior to the start of the project]. This table has been developed jointly with Grantham College (Lead Partner for the BBO 'Engagement into Learning' project).

The Risk Assessment will be continually monitored and updated throughout the life of the project. Time at each MOVE Project Management Board meeting will be allocated to review and identify new risks and to discuss mitigation action. Contribution to the Risk Register will be built into the Partnership Agreement to ensure that all partner organisations are aware of - and able to update the partnership on - risk at any time.

This is underpinned by the Urban Challenge Risk Management Policy, which has been adopted for the project and outlines the partnership's approach to risk. In summary, the partnership considers 'risk' in this context to mean anything that might prevent it from achieving the project aims, or from carrying out operational plans. It is acknowledged that with a project of this size there will inevitably be some risk, but the partnership is committed to managing these risks and implementing recovery plans at the earliest opportunity. The risk analysis will be reviewed by the Project Management Board at least annually, with risk included in quarterly highlight reports by the Project Coordinator. Delivery partners will be required to undertake their own risk analysis as part of the annual process.

U) Supporting information

Appendices

- 1) Partnership and staff structure diagram
- 2) Partnership and staff structure diagram (detailed version including roles and responsibilities)
- 3) Project staff role descriptions
- 4) Gender equality and equal opportunities action plan
- 5) Sustainable development action plan
- 6) Marketing and communications plan
- 7) Project risk register
- 8) Evaluation reports – Lessons learned from previous projects
- 9) Evaluation framework
- 10) 2014-15 Annual Accounts
- 11) Draft partnership agreement
- 12) Partnership involvement summary
- 13) Project Gantt chart
- 14) Example participants journey
- 15) Project policies & procedures
- 16) Literature review references