

Atlantic and Moor

Working Together

COR/2/3



Project Plan



Pictured: (L) Surf life saving instructor training; (R) Pre-employment learners (Luke and Nigel) working at Newquay Airport

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a) Executive Summary

The Learning Partnership for Cornwall & IoS Ltd is a specialist partnership organisation that only delivers services through a unique network of over 100 pre qualified Partners. Our partnership has been developed over many years to the stage where it can almost be considered to act as a single virtual organisation with Partners as virtual departments. Our strength is that all service delivery is by our Partners. There is therefore no conflict between any services we might deliver as lead organisation and our Partners' services.

Over the last 10 years we have delivered support to an average of 5,000 adults and young people annual in Cornwall & IoS mainly with this model. Our Company Objectives include:

To promote social inclusion by developing the self esteem, confidence and skills of socially excluded individuals to enable them to participate more widely in society and become economically active.

To develop the skills and knowledge of individuals and communities to build social capital, enhance social cohesion and improve their wellbeing.

We are specialist in delivering ESF projects having led 13 projects with a value of £40m, supporting over 30,000 people as part of the Cornwall & IoS EU Convergence Programme (2007-2013). We also deliver Apprenticeships for the Skills Funding Agency and youth and care leaver services for Cornwall Council. All of these services being delivered through our framework of over 100 partner organisations including VCSE, training providers, schools, business organisations and public sector. Most Partners are in multiple projects so we can add value, for example between youth services and Apprenticeships.

"Partnership working is outstanding. This is particularly good between sectors including the voluntary services sector and colleges."

Ofsted Report ESF Provision - 2007

"Unique in its honest broker role, its independence cannot be replicated"

Partner Consultation - 2011

What we will achieve

In this project we are bringing together 56 of our Partners in a partnership to support 750 economically inactive and unemployed adults from Atlantic and Moor into education, training, job search or employment.

We will be engaging with and supporting individuals with often complex and multiple barriers to improve their health, wellbeing and finances. This includes those with mental and physically ill health, suffering from sexual & domestic violence, substance misuse, offenders & victims of crime, learning disabilities & difficulties and/or housing needs. Our partnership includes organisations who are specialist in engaging and supporting these target groups.

Participant background	
Men	375
Women	375
Unemployed	375
Economically Inactive	375

With the following characteristics	
Long term unemployed	94
With LDD	113
Offenders/victims of crime	75
Disabilities	375
Substance misusers	75
Homeless/vulnerably housed	75
Basic skills needs	375
Older than 50	1850

Results	
Moving into education or training	188 (25%)
Unemployed people into employment	64 (17%)
Economically inactive into employment	53 (14%)
Economically inactive becoming job seekers	113 (30%)

In addition to supporting people into training and work the project aims to have a wider lasting impact on the participants, communities, Partners and stakeholders.

Project Outcomes
Improved financial health
Improved family relationships
Improved mental & physical health
Increased confidence in work seeking skills

Lasting Impact & Legacy
<i>Supporting individuals and communities.</i> By moving individuals into education and employment we will be leaving an impact on individuals and the communities in which they live beyond the life of this project and hopefully for the life of the individual. For others we will be improving their life skills, such as managing a budget and healthy eating, qualifications and employability, all of which will benefit them after the project.
<i>Working with Partners</i> who already deliver services to the target groups funded either by the public sector, grants or their own charitable funds. They will have built their capacity to access funding and continue to deliver their mission after the end of this project.
<i>Building strong and enduring partnership</i> to enable the partnership to continue to develop and deliver services in partnership for the benefit of the people and communities of Atlantic and Moor.
<i>Engaging local strategic bodies and boards</i> to ensure activity is responsive to local demand and that project achievements feed into strategies and influence future public sector commissioning via the local public sector Commissioning Academy.

What we will do

The project will be delivered through the following four activities

- Activity 1: Engagement, assessment and planning
- Activity 2: Support of soft skills
- Activity 3: Employability and employment
- Activity 4: Post employment support

All participants will be allocated a Key Worker

who will be from one of our specialist partners and have specialist knowledge ie mental ill health, care leaver, housing etc. The Key Worker will be responsible for Activity 1; the assessment and planning, co-producing the participant's journey and then supporting them throughout their journey. There will be a graduated 'pick and mix' offer as they progress through Activities 2, 3 and 4 accessing the wide range of support services and activities available in the project. Participants could be engaged for up to 2 years. Activities will be delivered on either a 'one to one' or group basis, in their own home or at a community 'hub'.

As well as being provided with a supportive and nurturing environment, participants will be engaged and challenged through a range of inspiring and exciting activities including fire fighting, sport, abseiling, canoeing, archery, forest school, working with horses and creative activities.



Young Mums on a 3 day Art & Design course

Activity 1 - Engagement, assessment and planning

Participants will be engaged through the following:

Together for Families (TfL) ('Troubled Families'); Jobcentre Plus (JCP); Registered Social Landlords (RSL); Leader & Community Led Local Development Partners/activity; Other programmes of specialist support ie substance misuse, mental ill health, learning disabilities, offenders, victims etc



Supporting our learners with learning difficulties and disabilities using equine skills

Activity 2 - Support and Soft Skills

Soft Skills are those that enable us to interact effectively and harmoniously with others and as such are very important to this client group. Support is equally important. The offer will include:

- Information, advice and support (IAS);
- Careers IAG;
- Activities to improve self confidence
- Managing a budget;
- Support with co-dependency issues;
- Support with alcohol and drug issues;
- Access to mental health assessments



Water activities used to help improve confidence, self-esteem and motivation.

Activity 3 - Employability and Employment

- CV writing;
- 'Meet the Employer' events;
- Interview skills;
- Basic skills including ICT ;
- Vocational skills (where not fundable by mainstream);
- Employability skills;
- Work tasters ;
- Volunteering



ASDAN Employability Award learners taking part in fire fighting training

Activity 4 - Post Employment Support

Working in partnership with employers, support packages will be put in place by Key Workers, where needed, to ensure that participants remain in work and do not drop out and that the employment is sustainable.



Learners developing team building skills at BF Adventure

How we will do it

The activity will be delivered in partnership with 56 specialist organisations. 15 of these organisations will be End to End providers employing Key Workers who will be responsible for the assessment and planning and will co-design the journey through the project with the participant, ensuring they get all the support they need along the way. These organisations and Key Workers will be specialists in working with their target group and have access to other programmes of support which can add value to this project. For example Cornwall Council

programmes for substance misuse, carer support, care leavers; Office of Police and Crime Commissioner programme for victim support and NHS Kernow for mental ill health.

Project Partners - Spot Purchase
Active Plus
BF Adventure
Cascade Theatre Company
Changes Through Sport
Citizens Advice Cornwall
Cornwall Adult Education Service
Cornwall Chamber of Commerce
Cornwall College
Cornwall Dyslexia Association
Cornwall Education Business Partnership
Cornwall Food Foundation
Cornwall Housing
Cornwall Marine Network
Cornwall Pre School Learning Alliance
Cornwall Rural Community Charity
Cornwall Training & Consultancy
Digital Peninsula Network
DMT Business Services
Dynamo Healthcare Training
Earth Health t/a Nature Workshops
ECCABI
Equus Solutions
Events4All
Inspire Cornwall
Integer Training
Konnect Cornwall
Millennium Training
Newquay for Excellence
Ocean Housing
Opus Training
Prosperity Matters
Remembering our Roots
RISC Training Consultancy
Skoodhya Ltd
Swamp Circus Ltd
Twelve's Company
Volunteer Cornwall
White Gold CIC
Workers Education Association
WRSAC
YTKO

Project Partners - End to End
Access Training
Action for Blind
CSW Group
Carefree
Cornwall Development Company
Cornwall Neighbourhoods for Change
Employability Cornwall
Enable
Groundwork South West
Pentreath
Questions & Answers
RE:SOURCE Kernow
Safer Stronger Consortium
TFL Training
United Response

Where we will do it

We will deliver across the Atlantic and Moor area. The area is very rural and ensuring accessibility is a critical part of the project. An important part of this is taking provision to participants where possible and providing transport or alternative delivery methods where appropriate.

Example

Wheels to Work CIC

Our work links to local initiatives and projects to help learners overcome barriers.

Cornwall Wheels to Work is a local CIC that loan or hire a moped or electric bicycle to people who have an offer of employment but have no access to public or private transport.

Operating across the whole of Cornwall they provide help to ensure that people can overcome rurality issues that would otherwise prevent them from getting to work.

Accessibility

Delivery in communities of place and need - outreach. Activities will be delivered using a mix of delivery at Community Hubs which will be developed using the Partners own premises and using community venues.

Delivery on Social Housing Estates. Our Partner RSLs already have in place schedules of activities that will take place on the estates where they have housing stock.

Delivery in the home. Many of our Partners provide face to face services and support in the home as a means of engagement and first steps.

Support to access transport and childcare. We have allocated funds for travel and transport or support by our Key Workers reading bus or train timetables for those that cannot understand them.

Online approaches. We will employ on-line support where appropriate.

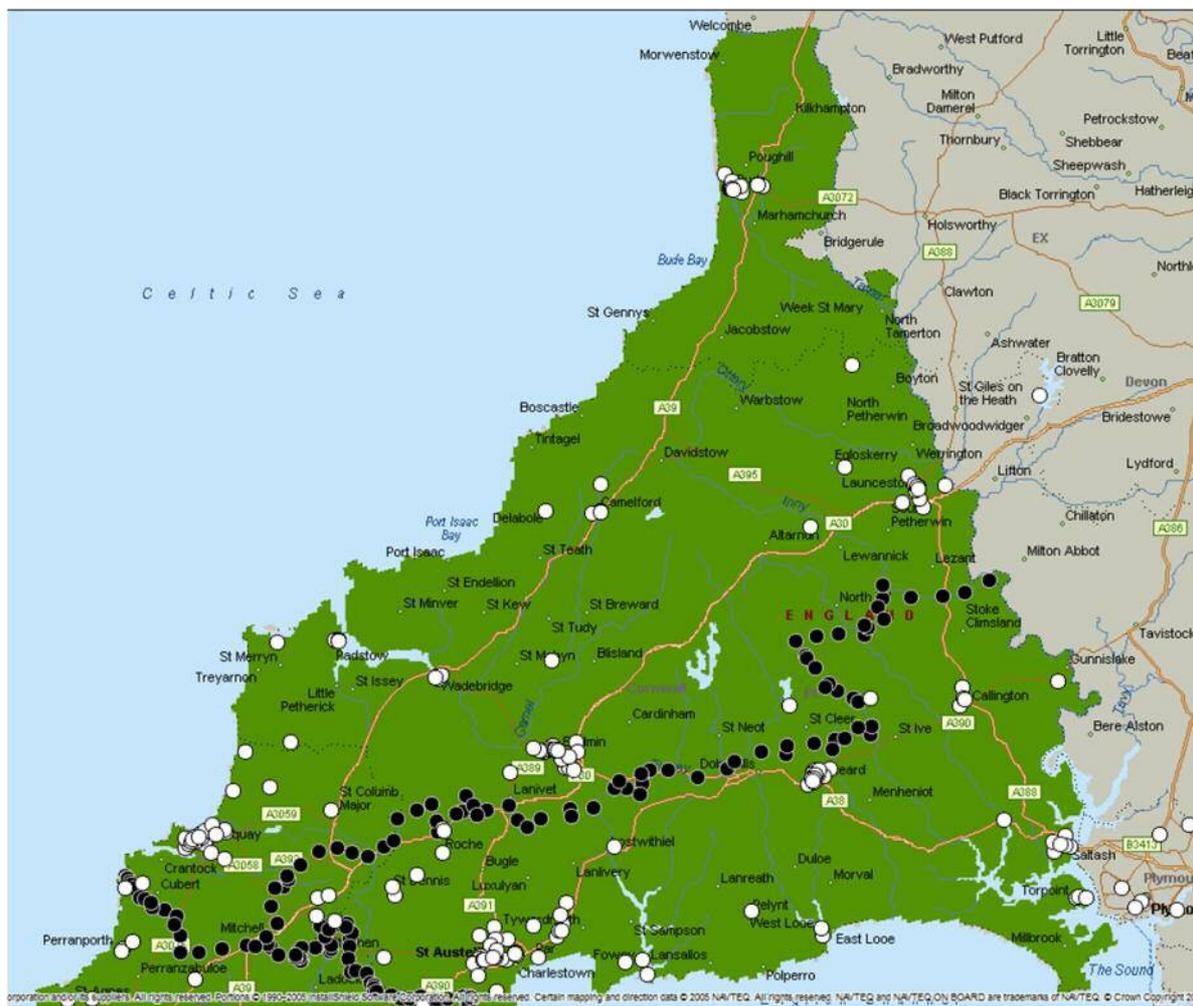
Phase I of the Together for Families programme identified that 80% of the families were living in social housing. There will be a focus on these estates, particularly those located in the 30% most deprived wards as identified by the Index of Multiple Deprivation (IMD).

Social housing estates

Bodmin: *Kinsman Estate, Monument Way, Berryfields Estate, Berdeska Court,*
Newquay Gannel: *Trenance Estate*

And also other places such as Tintagel,
Launceston:(North-east) and Bude: (East)

Delivery will take place at Partner premises but also in community venues across the area and in participant homes where necessary and appropriate. There are important specialist training facilities just outside the Atlantic and Moor area in Stoke Climsland (near Callington), Saltash and St Austell. We will ensure that participants have access to these where necessary and will provide transport as needed.



Project Structure

The project will be managed by a Contract Manager who will report directly to our CEO via monthly project review meetings. The CEO reports quarterly to our Directors.

The three main groups where the community's, participants' and Partners' voices are heard and can direct the project are the *Steering, Participant and Operation Groups*.

The project will be directed by the *Operation Group* which all Partners and representatives of participants will participate in. The *Participant Group* will be the voice of the participants and be facilitated by a Participants Champion. Our VCSE organisations will be the voice of communities of place (eg Cornwall Neighbourhoods for Change, East Cornwall Citizens Advice Initiative) and need (eg Pentreath (mental ill health), United Response (LDD), Carefree (care leavers)). The voices of all of these groups including the participants voice will be articulated through the Operation Group.

The Atlantic and Moor Executive Group for Community Led Local Development (CLLD) and Leader EU Programmes will act as the project *Steering Group*. This group has representatives from the Atlantic and Moor community and provides linkages and co-ordination with CLLD activity.

Working With

Our three key stakeholder organisations are *Jobcentre Plus, Cornwall Council* and the *Chamber of Commerce*.

Jobcentre Plus - we have strong linkages and relationship with JCP built up over many years and our partners will take referrals from JCP and add value to their offer.

Cornwall Council - we have a number of contracts with Cornwall Council for delivering services (eg supporting care leavers) and have developed a strong working relationship. We have a Council employee from the Education, Health and Social Care Directorate embedded in our team. This will provide linkages to the phase two Together for Families programme. We also have an

Information Sharing Protocol with the Council.

Cornwall Chamber of Commerce - The Chamber has been a Partner in many of our other projects and they are stakeholder in this project to help facilitate access to employers.

b) Lead Organisation Summary

About Our Organisation

The Learning Partnership for Cornwall and the Isles of Scilly Ltd was constituted as a Company Limited by Guarantee in 2001 by 10 founding Members with the primary aim of delivering EU Objective One learning and skills projects in partnership.

The founding Members included Cornwall Voluntary Sector Forum, Cornwall Council, JCP, Federation of Small Businesses, FE Colleges and private training providers. By 2016 Membership has grown to 28 largely by the addition of VCSE Members.

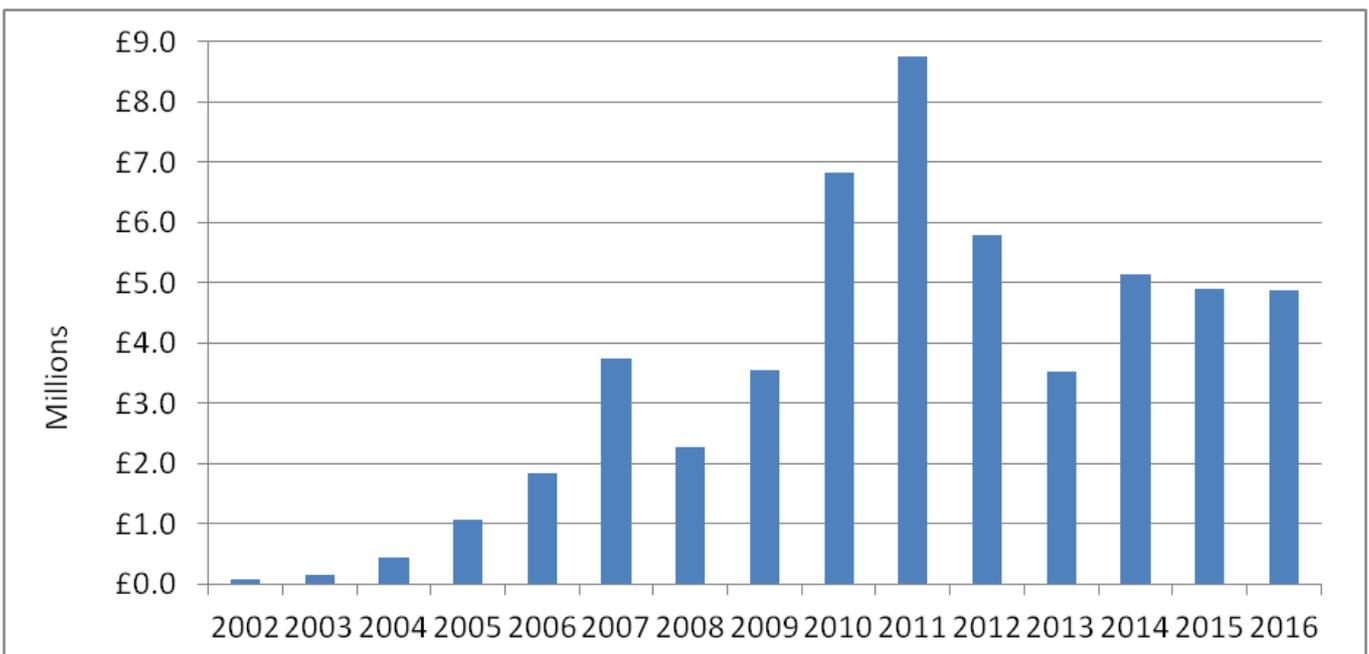
However participation in our projects is not limited only to our Members. Other

organisations who can contribute to delivery of services also participate in our projects; all are called Partners.

All Partners are treated equally regardless of size and have an equal say and vote in our project Operation Group meetings.

We have social aims focussing on developing individuals and communities. These are detailed in Annex b1. We are a not for profit distribution company that uses all funds to support these social aims.

Our turnover since 2001 has grown as follows:



This has principally been by delivering ESF Objective One and Convergence projects. In Objective One we supported 10,155 individuals through 18 projects with a value of £8.7M. In Convergence we supported 30,779 individuals through 15 projects (13 with us as lead organisation and 2 with Cornwall College) with a value of £40.0M (Annex b2). We also have contracts with the Skills Funding Agency for Apprenticeships, Classroom & Workplace Learning and with Cornwall Council for youth and leaving care services.

All of this has been delivered by our Partners as we have a policy that we do not deliver services directly but through our Partner organisations which includes VCSE, training providers, schools, business and public sector. This policy was developed with Partners who stated that they value our independence and role as the 'honest broker'.

All Partners have to pass our Pre Qualification Questionnaire (PQQ) and be registered on our Framework. To participate in any specific project Partners are required to submit an Expression of Interest (Eoi). Partners are then selected against the criteria established to choose those with the specialist skills and experience needed to deliver the project. Agreements are then signed by all Partners containing the details of the activity, targets and funding. The project is managed by one of our Contract Managers and all Partners are involved through the Operation Group which is responsible for ensuring the project is delivered. Projects also have a Steering Group which is usually a pre-existing group of wider stakeholders to ensure strategic linkages and provide direction on the allocation and use of project funding and resources.

Our Services

Through this mechanism we deliver a range of services to support individuals and organisations that fit broadly under the following categories:






Young People up to 19 years old. Services include information & advice, learning & skills, mentoring, counselling, time banking and youth voice groups.

Adult unemployed from 19 years old. Services include information & advice, self confidence building, vocational training, literacy & numeracy and job search

Workforce development. Learning and skills for employed people, accredited and non accredited training and Apprenticeships

Organisations. Support to both 'for profit' and Third Sector organisations including organisational health checks and workforce development planning.

Our Experience of Delivering Similar Projects

During Convergence we have supported 4,613 unemployed and economically inactive adults (19+). Annex b3 provides details of the learner background of these individuals. Support has primarily been focussed on individuals with particular barriers to accessing skills and employment including:

- mental ill health
- offending
- caring responsibilities
- substance misuse
- in and leaving care
- long term unemployment
- lack basic skills

Activity	No
Information advice and guidance	4,616
Non Accredited Training	4,533
Basic Skills below L2	1,853
Qualifications L2 delivered	2,819
Qualifications L3+ delivered	183
Outcomes	No
Progressing to further training/job search/volunteering	714
Progressing to employment	705

The activity delivered to unemployed and economically inactive adults through these projects.

The activity has been delivered by the 49 Partners listed in Annex b4.

These services are delivered across all of Cornwall and the Isles of Scilly. Annex b5 shows a maps of the home address of unemployed and economically inactive adults in the Atlantic and Moor area with more detail for social housing estates in Bodmin demonstrating the level of engagement we have been able to achieve.

Over the last 5 years our ESF projects have undergone 3 SFA audits; 2 ESF Article 13 audits and 2 Article 16 audits involving the sampling of records of several hundred participants. No errors were reported.

Because we do not deliver directly our partnership is already well established and strong. We maintain a Partner Framework of 120 organisations many having been Partners for over 10 years. Whilst all our work with Partners is covered by legally binding Agreements and is robustly managed, the success is built upon enduring relationships. We aim to be open and straight forward with Partners and support them to be the best that they can. We have to - we have no delivery of our own to fall back on!

It is vital that we understand our Partners views of how we perform as a lead organisation and have commissioned anonymous surveys, focus groups and one to one interviews to help us do this.

Extract from Independent Survey of Partners Views

In response to the survey question “On a score of 1 to 5 (1 very poor – 5 excellent) how good was the Learning Partnership Company at the following?”, in each category the majority of responses were ‘very good’ or ‘excellent’ The figures below show the percentage who responded ‘very good’ or ‘excellent’ in each category

Responsiveness to Partners needs	60.9%
Communication with Partners	69.6%
Project administration	78.3%
Payment timeliness	87.0%
Overall management of the projects	73.9%
Negotiating with SFA on behalf of projects	69.6%

Total score available in response to this question was 690 (6 areas x 5 points x 23 respondents) Total score from respondents was 531 which is 77% of the total, indicating overall a high level of satisfaction.

Comments from face-to-face interviews which represented the majority view included:

- ✓ *Responsive to members wishes – very enabling*
- ✓ *Works in a very straightforward way*
- ✓ *Unique in its honest broker role, its independence cannot be replicated*
- ✓ *Has the ability to respond quickly*

In response to the survey question, “Compared with other projects your organisation has been involved with, how do you rate the Learning Partnership Company’s performance in the following areas ?” the Learning Partnership Company had high scores for ‘better’ or ‘much better’ in each category.

Project Development/Bid Writing	61.9%
Financial Management of Contract	71.4%
Support from Lead Partner	77.7%
Overall Administration of Contract	71.4%
Communication with Partners	76.2%

We have also undergone Ofsted inspections of our ESF and SFA Mainstream provision with inspectors visiting Partners.

The Ofsted inspection of our ESF provision in 2007 assessed the provision as 'Good' and reported the following on our partnership working and Leadership and Management.

Partnership working is outstanding. This is particularly good between sectors including the voluntary services sector and colleges. partners value the opportunities to share best practice and discuss issues and concerns. Many providers work very effectively with local Partners, employers and other agencies to benefit learners, help remove barriers to learning and employment and encourage learning for those that need it. Workforce development is particularly well focused upon the needs of individuals and businesses across the region.

Leadership and management is particularly good. There is strong management of the partnership and there is a clear strategic focus to ensure sustainability and succession. Senior managers and directors at the Learning Partnership have a clear vision for future developments and are well informed of local and national requirements. They have been instrumental in effectively drawing together a large number of both small and large providers across the county. The partnership is well led and individual partners and providers are empowered and encouraged to manage their own projects in the most effective way to suit local needs. Partners collaborate well across a wide range of projects. Key provider staff clearly understand their roles and responsibilities within the partnership.

In 2012 we took on Skills Funding Agency Apprenticeship and Adult Skills Budget contracts from another provider that was failing. In 2012/13 all the delivery Partners were reviewed. We let those go who were unable to improve, supported those who were able to improve and introduced some new Partners. An Ofsted of this provision in January 2016 assessed the provision as 'Good' and made the following comments on Leadership and Management.

The management of partners is very effective. Managers carefully monitor each partner and ensure plans to make improvements come to fruition.

The board of directors has forged excellent and highly effective partnerships with local and regional providers and organisations which fulfil local and regional needs effectively, particularly in rural areas.

Management Structure

We have a Board of 9 Directors, including the CEO, and a SMT comprising the CEO and 2 Senior Contract Managers. More detail is provided in the Project Resources section but a summary is provided here.

The Directors have served on average 5 years with terms varying between 2 and 8 years. The Chair, Andy Knowles, has a background with housing associations and education and has been in position for 4 years. He was recruited as an independent Chair as all the other Directors have or have had an association with our delivery Partners. Four are the CEOs of current Partners in BBO and other projects (Cornwall Marine Network, Digital Peninsula Network, Newquay for Excellence and ECCABI); a further two were former CEOs of Partners (Cornwall Youth Work Partnership and DMT Business Services) and one a former employee. Directors' experience includes business, youth work, vulnerable adults and education.

One of the current Directors is an inspector of HE delivered in FE institutions and another a former Ofsted inspector. All Directors have firsthand experience of delivering ESF projects.

The SMT meets monthly and comprises the CEO, Andrew Green, and two Senior Contract Managers, Priscilla Samuel and Louisa Jenkins, who together have 25 years of experience working with us managing ESF partnership projects. The same SMT has managed Objective One and Convergence projects as well as being responsible at the time of the Ofsted inspections in 2007 and 2016.

The CEO was the first employee in 2001 and has taken us through the EU Objective One and Convergence Programmes being involved with all aspects of these Programmes. He sits on a number of strategic bodies in Cornwall and Isles of Scilly including the CLLD Working Group and the EU Growth Programme ITI Board (as the VCSE sector representative). He was a Trustee of the Cornwall Voluntary Sector Forum for 7 years (2006-13).

As delivery is all by Partners we have a small number (8) of staff relative to turnover (£5M) and strive to be an ethical fund manager. We aim to keep the overhead low commensurate with robust contract management with as much funding as possible going to support participants via Partners. During the ESF Convergence Programme (2007-13) our average overhead was 5% on £40M of contracts. We also enable small specialist VCSE organisations to participate in programmes that would otherwise not be possible by providing extra support.

All staff are 100% dedicated to, and experienced in, managing and administering delivery in partnership. Annex b6 shows the organisational structure chart.

Project Administrators report to the Project Contract Managers and are responsible for checking that paperwork meets the evidence requirements, entering this into the Management Information System, preparing reports and carrying out Partner monitoring visits. They are empowered to liaise directly with Partners and make decisions about the quality of evidence submitted.

Case Study

Cornwall Works WISE Awards 2008



Andrew Green, CEO Learning Partnership for Cornwall and the Isles of Scilly (left), accepting the achievement award for Skills Organisation at the first Cornwall Works WISE (Welfare to Work, Innovation, Skills and Employment) Awards.

Organised and hosted by Jobcentre Plus, The Learning and Skills Council and the Partnership Office for Cornwall & IoS, the event highlighted the successes and benefits for individuals and communities from EU structural fund interventions.

Mark Williams, LSC Development Director for ESF said “*With these awards we wanted to recognise individual inspirational journeys, the contribution of staff and trainers within our colleges and training providers, and the partnerships that have enabled us all to work together for the benefit of Cornwall and the Isles of Scilly.*”

“This partnership is a key player in the delivery of the Learning and Skills Council strategic plan for Cornwall. In addition to providing a strong strategic focus for integrated learning and skills planning, the Learning Partnership role involves providing leadership for the delivery of a number of key LSC projects. The breadth and scope of the partnership ensures that both major players and smaller voluntary and community based organisations can play their part in delivering learning and skills activity across Cornwall and Scilly.”

Every project has a Contract Manager (CM) who reports directly to the CEO and is responsible for

all aspects of the project on a day to day basis. CMs are responsible for the following:

- Liaising with and reporting to funders
- Progress towards targets
- Partner payments
- Sampling learner feedback
- Linkages to strategies and strategic fit of activities
- Issues around Partner evidence monitoring
- Safeguarding issues
- Health and Safety
- Implementation of Equality and Diversity
- ESF publicity and branding

CMs meet monthly with the CEO for a Project Review meeting which is minuted. It reviews all areas of the project including project performance against targets, activities, audit issues & budgets. Partner visit reports are reviewed, issues discussed & actions agreed. Any changes to Partner Agreements are discussed and approved at these meetings. The CEO is responsible for authorising all variations to Partner Agreements.

Partner payments are prepared by the Project Administrator and authorised by the Contract Manager and CEO after checking by the Finance Officer. Payments are made by BACS or Cheque and authorised by the CEO and one other Director.

One of the key principals under which we operate is to ensure that our Partners are never in a position to have to repay funding. We achieve this by only accepting evidence that we know is accurate and will pass all audit tests.

Our Policies

Seven broad policy statements govern all our work:

- Complaints
- Data Protection
- Equality and Diversity
- Health and Safety
- Quality
- Safeguarding
- Sustainable Development

The Contract Management Handbook sets out the broad principles and processes by which we manage any of our contracts, regardless of funding stream. This is covered in more detail in section I – Systems and Procedures.

Our Designated Officer for all safeguarding is Priscilla Samuel (Senior Contract Manager) who is responsible directly to the CEO. The nominated Director for safeguarding is Richard McKie, former CEO of the Cornwall Youth Work Partnership and former VCSE representative on the Local Safeguarding Children Board (LSCB)

In relation to safeguarding we are committed to:

- adhere to the guidance and expectations of the Cornwall and Isles of Scilly Safeguarding Adults Board (SAB) and LSCB
- work in partnership with others in order to protect the rights and principles enshrined in laws and in the UN Convention on the Rights of the Child
- provide a framework for its staff to work together with its Partners in preventing abuse and/or neglect and ensuring that any such abuse is responded to effectively
- take all suspicions and allegations of abuse seriously and responded to swiftly and appropriately

We ensure Partner adherence to this by:

- ✓ monitoring the safeguarding policies of our delivery Partners by requesting copies of Partners' safeguarding policies and holding this on file, with a renewal of this process annually.
- ✓ monitoring any relevant activity amongst our Partners by requiring them to report any incidents relating to safeguarding in their project quarterly narrative report and covering safeguarding issues during Contract Managers' monitoring visits.
- ✓ ensuring that we and our Partners practice safe recruitment in checking the suitability of staff to work with young people, requiring Partners to apply for DBS checks on employees or volunteer workers whose role is defined as 'regulated activity' and therefore puts them in the position of being deemed eligible for checking.

- ✓ developing and implementing procedures for identifying and reporting cases, or suspected cases, of abuse by briefing employees on our safeguarding approach and ensuring they understand and operate fully within the policy.
- ✓ Utilising a code of good practice for all our staff who will come into contact with children, young people and vulnerable adults, or who handle sensitive information concerning this work.
- ✓ Providing specific guidance and support for Partners as to:
 - * best practice in terms of policy documentation through the “*Learning Partnership Safeguarding Children and Young People Policy and Practice checklist*”, and a regular review of this guidance
 - * the safeguarding training pathways we expect our Partners to follow for staff they employ; within this, periodically providing training and development opportunities directly for Partners, especially in areas where we can maximise learning through collaborative effort
 - * the updated range of relevant documents with regard to Safeguarding practice, held online for use by our Partners

c) Partnership Summary

This mature and robust partnership structure and history (described in the previous section (b) Lead Organisation Summary) enables us to respond rapidly and flexibly to changing needs and demands and manage over/under performance of Partners.

In the development of this project we surveyed our Convergence Partners (c 100 organisations) as to whether they wanted us to lead bids into the new ESF Big Lottery, SFA and DWP calls. All but one responded positively.

We established a pre-qualification process for this project for Partners comprising:

- Existing Partners who had already satisfied our PQQ for Convergence wishing to transfer this to the new ESF Programme
- A public notice issued on the 8 Oct 2015 to invite new organisations to apply to join our Partner Framework



Learning Partnership for Cornwall & IoS Ltd
Invitation to become part of our Supplier Framework

The Learning Partnership delivers skills and other support to employed and unemployed people of all ages to promote social inclusion and economic growth. All our delivery is through organisations/partners registered on our Supplier Framework.

We are keen to develop this Framework so that we can respond to funding opportunities presented by the new EU Growth Programme and other funders.

If you are interested in applying to join the Framework, information can be downloaded from www.cornwall-learning-partnership.org or requested from Jenny Waters - Email: jwaters@cornwall-learning-partnership.org

This opportunity is open until Saturday the 31st October 2015.

This process established a Partner Framework of 113 organisations comprising, VCSE organisations, training providers, business organisations and public sector organisations. 69 were existing partners and 44 new.

These organisations were then invited to submit an Expression of Interest (Eoi) to participate in this project. These Eois have been appraised and those meeting the appraisal threshold and able to deliver the project activities in the geographical area have been included as Partners in this project. Partners have been selected to ensure

that the project can be fully delivered and each has a specific and clearly identified role, see Annex c1 Partnership Structure Diagram.

This has resulted in a partnership of 56 organisations that enables us to cover the full geographic area, engage with all the target groups, bring added value to other mainstream activity and supply the services needed, see Annex c2 Partnership Involvement Summary.

Of the 56 Partners in this project 41 have been a Partner in previous LP projects. The other 15 are new and bring additional skills and expertise needed. (Also in o) Project Resources)

The partnership working arrangements are formalised in our Partner Agreement (Doc 10). This details payments, targets, management and systems. It allows us to vire funding and outputs to other Partners to address under performance, poor quality or to meet changing priorities. The Agreement also identifies where activity adds value to other funds to ensure no duplication or double funding. It is based upon a well established agreement that the majority of Partners will be very familiar with and have operated under for many years. It has been modified for this project to reflect that this project is delivered as a grant. The partnership arrangements are further developed in section i) Project Delivery.

There will be a Contract Manager (CM) responsible for the project who will liaise with and manage Partners to ensure activities are delivered in line with the Agreement. The CM is supported by an experienced administration team that is responsible for evidence checking, quality assurance, compliance and finance. Partners will be formally visited at least twice a year and more often where necessary. These visits are fully documented.

Annex c3 shows details of our last three ESF projects supporting economically inactive and unemployed people in Cornwall & IoS and identifies which of the Partners in this project has experience from our previous projects. Partners have been allocated one of 2 roles; either an End to End Partner role, or a Spot Purchase Partner role.

End to End Partners

End to End Partners are responsible for Participants from engagement to exit. They employ Key Workers who will support each individual through their development journeys. End to End Partners are responsible for:

- Engagement of participants from the priority groups in project activity
- Ensuring individuals access assessment services
- Removing barriers to participating
- Providing support to enable participation in project activities
- Achieving project targets
- Providing audit evidence and project paperwork/records
- Working in partnership with other project Partners to access the range of services available
- Attendance at Operational, Key Worker co-ordination and other meetings
- Accepting referrals from other Partners
- Identifying and re-engaging those who drop out

A fundamental requirement for an End to End Partner is that they employ a Key Worker and have direct access to one or more of the priority groups. They are also required to be skilled and experienced in identifying, understanding, and supporting individuals and removing barriers to their progression (Doc 6). They are essentially experts in working with their priority group.

End to End Partners will also be providing services and activities to their own participants and those that are being supported by other End to End Partners in a similar way to Spot Purchase Partners.

Annex c4 details the following for all End to End Partners:

- Activity in this project
- Other contracts held that BBO will add value to
- Relevant experience of delivery to the client group
- Experience of delivering similar projects including ESF

Spot Purchase Partners

Spot Purchase Partners provide a range of contracts and activities for individuals to access. They are responsible for working with Key Workers to ensure project participants have access to their services

A Spot Purchase Partner is responsible for:

- Providing a range of services and activities for individuals to access
- Attendance at Operational, Key Worker co-ordination and other meetings

Annex c5 details the following for all Spot Purchase Partners:

- Activity in this project
- Other funding streams that Participants will have access to that will add value to BBO

Case Study

Partner: Pentreath

N was referred to our Enablement Project in September 2008. He had come from a high pressure catering background. Supported by his Key Worker and our training department, he started our OCN Understanding Mental health course, and after successful completion, and keen to learn more, progressed to the Work Experience and OCN Alcohol Awareness courses, both successfully achieved, and two in-house workshops; Confidence building and Raising Self Esteem.

As his wellbeing improved, he felt that he wanted to give something back, so he began volunteering with us and embarked on a mentoring course. Gradually, as his confidence grew and skills developed, he was able to take on more responsibility. In May 2009 N was able to respond to an advert for a vacancy for a Community Enablement worker with us, and was successful in his application.

He is now a Key Worker, supporting his own caseload of clients and is undertaking a level 2 Health and Safety course and an NVQ at level 2 in Advice and Guidance.

Theme Champion Partners

There are a number of functions of project management which in the past we have led ourselves. However, we recognise that within our wide partnership we have some organisations which have the huge knowledge and experience to lead on certain topics, and do it better! We have therefore created the role of Theme Champion for the following key themes:

- Gender Equality & Equal Opportunity – To be appointed
- Sustainable Development – Nature Workshops
- Participants – To be appointed
- Volunteering – Volunteer Cornwall
- Employment – The Cornwall Chamber of Commerce
- Marketing & Communications – Cornwall Voluntary Sector Forum
- Evaluation – Cornwall Voluntary Sector Forum

Partners were selected to fulfil the role because of their over-riding experience and expertise in this area. The Cornwall Chamber of Commerce and Cornwall Voluntary Sector Forum will have no function in the project other than these Theme Champion roles. The Chamber of Commerce is uniquely placed to work with employers on activities designed to change perceptions and open up opportunities for both employers and potential employees. Cornwall Voluntary Sector Forum have fulfilled the Marketing & Communications and Evaluation roles in previous VSCE ESF /Big Lottery projects and have existing mechanisms in place to do so again. Their credentials are described in Annex k6.

Two of these roles have yet to have Partners appointed to fulfil them. We will draft up a specification and invite Partners to apply for the role having reviewed the requirements

and the available budget; there are a number of possible candidates.

Our Theme Champion Partners will support the whole partnership to perform their roles in ways which meets our project policies (for Gender Equality & Equal Opportunity and Sustainable Development), shares best practice and learning and to nurture a culture of capacity building in the Partner organisation . They will work with us and Task & Finish groups of other Partners to benchmark and monitor partnership performance in the key themes and embed learning into the overall project development. Their roles are further described in Project Resources section of this Project Plan.

d) Learning & Evidence

Our core business since our formation in 2001 has been delivering activities and support in partnership to the people of Cornwall and the Isles of Scilly. Our delivery is through a unique partnership that includes FE Colleges, training providers, schools, business organisations, voluntary/community sector and statutory bodies. With this partnership delivery model we have successfully delivered ESF Convergence projects to the value of £40m engaging 30,000 learners.

The delivery model for this project and our way of working has been developed over the previous ESF programmes in Cornwall (Annex d1). The main phases of our partnership work have been:

Objective 1, Phase 1	2000-2003	Increased integration of Partners and other funded work
Objective 1, Phase 2	2004-2006	
Convergence Phase 1	2007-2011	
Convergence Phase 2	2012-2015	

Our partnership projects have evolved significantly from our early projects (2000-2003). Our first partnership project included only the four FE providers in Cornwall. In 2016 we have over 100 partners covering skills, community, health and employment sectors from micro VCSE organisations to large FE Colleges and national organisations. All having equal status and voice within our projects.

Our learning has been gradual with changes being made and built upon over many years. The partnership has gained knowledge and skills through engaging with and supporting the hardest to reach individuals in Cornwall; we have learnt through delivering the activity, evaluating together and adapting as necessary. Through this process we have tested our methods and activities and learnt what works best. We do this in the following ways:

Formal
External evaluation
Internal evaluation
Project Closure report
OFSTED report
Client group work
Quarterly narrative reports

Informal
Quarterly Operations Group meeting
One-to-one meetings with Partners
Partner Best Practice Groups on mental health awareness, health & safety; equal opportunities, Prevent, working in partnership to benefit your clients, monitoring quality.

Our Partners not only deliver our project activity but are closely involved in design, production and consulting with the people who will benefit from our services. Sometimes this is carried out by Partners as part of the wider services they provide; sometimes this is commissioned by us. Because of the longstanding relationship, collaborative working and sharing of information over many years with our Partners, the distinction between these is not sharp. The identification of needs with the target groups for this project is a combination of both; part of their own activities and those carried out for us.

We have chosen to work with Partners in this project who have extensive experience of working with particular specialist client groups - we know who those organisations are through our history of working in this way in Cornwall and the Isles of Scilly. We also know that other funders consider them to be specialist as these Partners also hold mainstream public contracts designed to meet the health and social needs of their client groups. This project will add value to other support available to create sustainable

outcomes for individuals.

Trademarks of our projects are that Partners meet together quarterly in a project Operation Group to discuss and monitor a range of issues from project progress towards targets through to information sharing around best practice in delivery and support to specific client groups. Each project has a Steering Group which is usually an existing strategic group with broad stakeholder representation to ensure good strategic linkages and provide direction to the project.

The implementation of the Key Worker role, the value of mentoring, the need for specialist support, our knowledge of other funding streams and our ability to add value have all been learnt in this way.

It is possible to trace the development of the model we have selected to use for this project, across time and projects. Annex d1 illustrates the lessons learnt and developments coming out of each project and shows how our Partnership approach and project model has evolved over the 15 year period. We have also put together a review of findings regarding the performance of Adult contracts in the Learning Partnership and their relevance to the BBO bids' (Doc 3) which outlines a number of learning points showing the relevance of previous project delivery against the Building Better Opportunities activity.

Learning from Previous EU Programmes

Objective One – Phase I (2000-2003)

Prior to the introduction of co-financing there was relatively little partnership working in ESF projects. When the Learning & Skills Council (now SFA) started co-financing it introduced the requirement for a more partnership led response to its tenders. We were at the forefront of responding to these. The Partners in our first projects (CLAsP) were all FE providers. Subsequent projects had both FE providers and VCSE organisations as Partners. However initially there was some mistrust between the sectors and Partners commonly operated separately within the same project, with each

Partner delivering its own outputs and outcomes with no sharing of participants. There was little understanding of each others' strengths and how they could complement each other. Whilst the activities met the over-arching Objective One strategy, linkages to local strategy were limited and unmonitored and Partner activity was delivered largely in isolation to what other Partners were doing.

However by working together in our project Strategic, Operation and Best Practice Group meetings, towards the end of this phase we were beginning to move towards a more collaborative model of working. In addition we were commissioned by the LSC to co-ordinate the up-skilling of VCSE organisations to deliver Skills for Life qualifications in preparation for phase 2 of the Objective One programme. This was the first step towards a programme of capacity building of our Partners to improve delivery and quality that continues to this day.

Objective One - Phase 2 (2004-2006)

The success of the early partnership projects encouraged the LSC to issue tenders for larger more collaborative projects. Our experience from Phase 1 enabled us to respond successfully to these tenders and to ultimately deliver 18 projects during Objective One. During this phase we learned to manage and successfully deliver multi strand projects with increasing numbers of Partners and other stakeholders.

We were increasingly learning how to link and weave project activity into other local strategic goals and add value to other provision. For example we delivered a number of Skills for Life projects blending mainstream LSC funded Skills for Life provision with VCSE engagement activity funded by ESF all under the strategic direction of the LSC Skills for Life sub group. Two good examples of this are:

- Pentreath supporting participants with mental ill health working with the Adult Education Service delivering Skills for Life.
- WILD Young Parents supporting young mums with Cornwall College delivering Skills for Life.

Case Study - Links Between ESF and LSC Mainstream WILD Young Parents & Cornwall College

WILD continued their important work with young mums across the county delivering one to one support, group work, workshops, outreach, and qualifications in partnership with Cornwall College.



Young Mum secures funding to set up an allotment for a local children's centre. She organised a rota for the young parents to meet weekly with their children and help with the allotment.

Young mums have engaged in a variety of activities to improve their self esteem, confidence, parenting skills (funded through ESF) and achieve Skills for Life qualifications (delivered through Cornwall College's mainstream contract). As well as gaining formal qualifications, some for the very first time, groups are engaging in a range of other learning such as Youth Achievement Awards, Music workshops, Art workshops, SIDS (Sudden Infant Death Syndrome) Awareness Training, Baby Massage and Positive Parenting.

Additionally some are developing projects that require a range of skills including fund raising and organisational skills, that demonstrate both their hard work and commitment. This has led to more involvement in their local communities and with projects in their local areas.

We also learned how to be more directive and 'commissioned' Partners to deliver activities in certain areas where needs were emerging rather than leaving this to Partners to respond.

Example

The influx of migrant workers into Cornwall prompted the need to supply English for Speakers of other languages (ESOL) training.

We sought out new Partners which enabled us to engage with this client group and meet programme targets.

An example of this is Point Europa who engaged with migrant workers. Their involvement was instrumental in the improvement of the English skills of employed migrants in the county and the ESF Convergence programme exceeding targets for ethnic minorities.

The Convergence Programme - (2007-2013)

Our experience and work with Partners in Objective One led to us being asked by Partners in 2007 to respond to 7 SFA calls with a value of £20M involving 25,000 participants. We were successful with all of these. This continued throughout Convergence where we delivered 15 projects to more than 30,000 participants with a value of £40M.

The experience of these projects was seminal in getting us to where we are now. In particular we learned the following.

- How to upscale our partnership projects from a maximum of £1.7M/1,300 learners to £8.5M/5,900 learners whilst maintaining contract compliance and quality. We passed all end of project ESF/SFA audits and received an Ofsted grade 2 for our ESF provision with outstanding for partnership working.
- How to flex and modify delivery to meet changing needs whilst still delivering project outputs and outcomes.

- How to use participant input and feedback to influence delivery
- How to pilot different ways of working (ie test and learn) and use this to improve delivery
- How to enable participants to engage with the most appropriate provision provided by Partners regardless of where the original engagement occurred.

All of this learning is evidence in numerous interim and end of project evaluations, end of project closure reports, quarterly reports and other specialist reports and documents. The following is a brief summary of some of the key learning we have gained that relates to supporting economically inactive and unemployed individuals.

Learning On Individual Need That Has Informed This Project

Needs of the unemployed and economically inactive

The main learning that has fed into this project has come from our projects for adult unemployed/economically inactive (Partnership Works, Skills Support for the Unemployed and Flexible Fund for the Unemployed) and our young people projects (particularly Freestyle and 180)

Of particular relevance is the *Partnership Works* project which was aimed at engaging hard to reach unemployed adults (19+) and delivering activities that would enable them to progress into a variety of positive outcomes including, for the first time, employment. Project Partners were carefully selected and we ensured that those that were also part of ESF/DWP projects were included. This made it easier for Partners to integrate together SFA/ESF and DWP/ESF investment, as opposed to 'silo'd' programmes, to maximise the impact for individuals and create sustainable outcomes.

The Partnership Works target group were similar to that for this project:

- All of the participants (2,038) were either unemployed or economically inactive

- 1,130 (55%) of the learners either had a basic skills need or did not hold a relevant level 2 qualification.
- 44% had a disability
- 7% were from an ethnic minority
- Up to 37% of participants were a mix of those living in rural areas, and those that are survivors of domestic violence (code changes during the lifetime of the project prevent us from separating the two areas)
- 17% were returners to the labour market
- 5% were lone parents
- 6% were ex-offenders
- 6% were drug or alcohol abusers
- 3% were homeless
- 3% were vulnerable/hard to reach
- 13% were benefit claimants

All of the above factors represent significant barriers when considering a return to work.

- 16.2% were unemployed for less than 6 months
- 15.1% between 6 and 11 months
- 20.9% between 12-23 months
- 14.1% between 24-35 months
- 33.7% over 36 months (3 years)
- 68.7% had been unemployed for more than a year, and nearly half of the total participants (47.8%) had been unemployed for over 2 years.

Statistics from the Bureau of Labour Statistics show that :

- if someone is out of work for 6 months they have a 50% chance of achieving a return to work
- if someone is out of work for 1 year they have a 25% chance of achieving a return to work
- if someone is out of work for 2 years they have virtually no chance of achieving a return to work

The table below shows the types of support accessed. Participants may have accessed more than one type of support.

Childcare Support	145	5%
Care for Dependants	1	0%
Equipment or Protective Clothing	25	1%
Training Allowance	30	1%
Travel Support or Provision	418	15%
Subsistence (living expenses)	35	1%
Counselling Guidance and Advice	1,377	48%
Literacy & Numeracy	505	18%
Other Support Measures	329	11%
Total	2,864	

The vast majority of participants accessed counselling, guidance and advice services. This is separate to Information, Advice and Guidance (IAG) that all learners received as part of the Participant Assessment Planning and Support (PAPS) process. The third most popular support measure accessed was travel support or provision as a result of the rurality of the area and poor transport networks. In addition, the project delivered the following:

- 202 individuals reported an improvement in family related skills
- 1,018 reported an improvement in personal and life skills
- 363 individuals achieved a Skills for Life, literacy, numeracy or ESOL qualification
- 549 achieved accredited qualifications
- 512 individuals progressed into job search or further learning
- 141 progressed into employment within 6 weeks of leaving the project, in a job that is for 8 hours or more per week
- 197 progressed into structured volunteering

This project also worked collaboratively with Job CentrePlus to test new ways of working with employers. We piloted a Local Employer Partnership Pre-Employment Training Scheme (LEP PETS).

Example Partnership Works - LEP PETS Pilot

As part of our *Partnership Works* project, the co-financing organisation made an additional £156,000 available for us to deliver Local Employer Partnerships Pre Employment Training Scheme (LEP PETS).

The LEP PETS scheme was the forerunner to what is now called Sector Based Work Academy's (SBWAs). JCP worked in partnership with us and a number of employers on a specialist training scheme for unemployed people, tailored to the employers needs and offering a number of guaranteed jobs. This was successfully delivered to a number of local employers including Kleeneze and Trewithen Dairies. Lessons learnt from this delivery include the importance of working closely with local Job Centre's to ensure suitable selection and recruitment of individuals onto the programme, and working closely with employers to tailor the programme to ensure the skills needs are met for the posts available. These lessons are applied today to our delivery of SBWAs.

The lessons learned from this project have strongly influenced future delivery and in particular the need for a supportive mentor or Key Worker and the importance of integrating activity and adding value with other funding streams to maximise impact and create sustainable outcomes. A fuller description is detailed in the project evaluation (Doc 1).

Partnership Works **External evaluation**

'Although participants appreciated the work support they had received, they were inclined to look more favourably on mentoring and coaching activities which would boost their confidence'.

'Improvements in soft outcomes through courses were enthusiastically welcomed by participants. They were especially glad to be able to develop their self confidence, teamwork and communication skills, along with the increased ability to work independently: such learner 'agency' correlates with a feeling of being more in control of their circumstances. The majority of respondents were well satisfied with their learning and accordingly rated their learning support very positively. Of those who had decided to carry on with further training, most were pursuing their learning with private or voluntary sector organisations rather than in more formal college settings'.

'It is clear that – for this admittedly hard-to-reach group of learners – Partnership Works had been influential in opening up new possibilities in their lives which, with time and support, will help them to progress towards positive changes. All partners in the project may feel justly proud that they have made a significant difference to the outlook of such a diverse group of project participants.'

The projects subsequent to Partnership Works, SSU and FFU, were focused on unemployed rather than economically inactive individuals and were therefore less able to work with those furthest from employment. However they both had significant Learner Enhancement Funds (LEF) which were used widely to remove barriers which might have prevented them accessing the necessary skills training to move into employment and fill current vacancies. Previous funding models did not have a flexible LEF so this

represented a real sea change in the way learners could be supported. The experience gained in using a flexible LEF to understand the importance of ensuring individuals have employment specific qualifications will be of benefit to this BBO project.

The Evolution of the Key Worker

During Convergence Phase 1 period (2007-2011) many Partners operated with a participant support worker under various titles such as Personal Advisor, Employment Placement Advisor, Key Worker, etc. All had different roles and were largely confined to supporting the participant's journey with that Partner; referral to other organisations was minimal. In addition we had identified that the quality of the initial assessment and IAG was inconsistent. It was becoming clear that to improve the participant experience and achieve better outcomes there were two areas that we needed to focus on:

1. Improving the consistency and quality of IAG and assessment
2. Enabling the participant to have access to a wider range of services and support than that provided by just one organisation

Also working with both adults and young people through a range of means identified strong feelings that often the most important factor in enabling progression was having a trusted person/mentor/worker to support, motivate and inspire them - particularly at difficult times in their journey.

We decided to test this out in a methodical way by piloting a cross Partner Key Worker approach in two geographical hot spots in areas of high need as part of our Freestyle ESF funded project to support NEET/at risk of NEET young people (2007-2010). The Key Worker was responsible for participant engagement and support throughout a plan of interventions and progression. The Key Worker had a flexible fund per learner with which they could purchase tasters sessions and other provision appropriate for the participant and their individual plan. We produced a catalogue of client group appropriate activities and support which they could spot

purchase from range of local providers.

From that pilot we are carrying forward into this project the Key Worker model for communities of place (ie geographical) and need (eg mental ill health). In this project Key Workers will have a list of providers from whom to select support and provision and a budget with which to purchase. They will be the common thread in the participant journey and ensure barriers are removed and progression continues. We have worked closely with the Cornwall Council Together for Families team to agree and align the Key Worker role across the two activities. Seven of the 8 recommendations from the Freestyle pilot evaluation (Doc 2) are applicable to adults and will be carried out in this project as follows:

- ✓ Flexible and personalised programmes – Key Worker approach with average budget per learner. Made easier to achieve with BBO funding model (ie on actual cost basis).
- ✓ Tighter working arrangements between main players – will be achieved by having Partner Agreements with spot purchase Partners and detailing these in the Partner Agreements of the End to End Partners.
- ✓ Factor in hidden costs and financial benefits – can be accommodated easily with BBO actual cost claim model.
- ✓ Data sharing – with our Key Worker cluster model one organisation will stay with the learner even though others will provide services and support. Data sharing will be less of an issue as engagement will either be through Key Worker or other specialist organisation with data sharing written into Partnership Agreements.
- ✓ Quality and unified IAG – we have addressed this by co-producing a Key Worker job description which sets out the qualification requirements for the job holder. A Key Worker host organisation specification has also been developed which sets out quality requirements.

- ✓ Communication – our Marketing & Communications Strategy will address the issue of clarity to other service providers about what can and cannot be done by this project and ensure that it is understood that it is job focussed.

- ✓ Locality – Key Worker organisations have selected their own cluster of local and specialist Partners with whom they will work, spot purchasing services as required

Developing Ideas with Others

As a partnership led organisation all our ideas are developed in collaboration with our Partners and stakeholders. Recent examples which follow:

Together for Families

The national multi-agency programme Together for Families has a remit very similar to that of the BBO programme with a central focus on worklessness, attempting to deal with interlinked and complex needs as part of a diverse and holistic approach to improving life chances. At an overview level, there is a significant synergy between the objectives of the two programmes. Further explanation and information as to how we will support and enhance the Together for Families programme in Cornwall is available at Doc 4. We have worked closely with the Together for Families team at Cornwall Council to agree and align the Key Worker role across the two activities.

Job Centre Plus (JCP), Together for Families and Cornwall Housing

One of the pieces of work we did specifically for the development of this project plan was the piloting of a 'soft' engagement event in collaboration with JCP, Together for Families, Cornwall Housing and a number of other key service providers. The full details and evaluation of the event is described in Doc 5. Key lessons from this pilot were that Pirate FM was not an effective promotional method but the format of bringing benefits advisors and other support agencies out into the local community was worthwhile both for participants and the service providers and this model will certainly be replicated. We have plans to do this in

partnership with the social landlords who already have events planned and to which we can add value with BBO funds. Another result is the engagement of some individuals to join our participant group who will inform the work of this project.

Client Group Evaluation

All Partners are required to continually evaluate their work with their client groups to check its suitability and effectiveness. This is more fully described in section j) Involving Participants but for the purposes of this section a good example of this work is the employer survey being undertaken by Addaction.

In conclusion, we have a great deal of learning and evidence gathered across the years of delivering contracts in partnership with others. There are two principal areas of learning:

1. Improving the type and quality of delivery to improve outcomes and impact for individuals and communities
2. Maximising the benefits of partnership working by improving trust, cross Partner collaboration and management processes for the benefit of individuals.

Our learning has been applied and project outcomes improved as a result. We have tried some things which haven't worked and discovered a lot which is good but we know that we can improve further still and are committed to continuing to apply our learning from current work and through the life of this project.

Case Study

Addaction Employer Survey

We wanted to improve the into job success rates for one of the priority groups – those with substance misuse and addiction problems.

One of our long-standing Partners, Addaction, has a DAAT (Drug and Alcohol Team) contract to support recovering addicts. We have funded them to undertake some co-design/co-production activities so that we can better understand and improve services and outcomes for this client group.

The work has been undertaken by a core of service users, facilitated by 2 experienced trainers and support workers. We asked them to devise a method of gathering employer views on employing people with substance misuse and addiction history in order to better understand employer perceptions of employing an ex-addict. The report is available at Doc 9. The results will influence and inform how we work with employers to improve sustainable job outcomes for this priority group.

e) Strategic Context

We work with, and through, our Partners to ensure that all of our provision has the right strategic links and complements other available services to achieve maximum added value and avoid duplication or double funding. The use of a well established partnership with many delivery Partners ensures we can do this much more effectively than any single organisation, however large.

To ensure that this project is additional to existing provision and avoids duplication we have gone through the following 3 steps

1. Analysis of key relevant strategies
2. Identification and review of current services delivering under the key strategies
3. Analysis of gaps and shortages in current provision and subsequent needs

Through this process it has been possible to identify Partners best able to add value to current services.

Key Relevant Strategies

The three key strategic bodies in Cornwall & IoS are:



Whilst each has its own strategy, the overarching objective to which all three subscribe is set by the LEP and this is to have a strong economy. Elements of all of these are brought together to deliver the ESF Operational Programme in the Cornwall and IoS ESIF strategy.

This project makes a significant contribution to the ESIF strategy Investment Areas (IA) 11 & 12 under 'Conditions for Growth'. We will progress people into the labour market enabling communities to become more economically and socially resilient. We have strong linkages with these strategies through our CEO, Andrew Green who is the VCSE representative on the Cornwall & IoS ITI Board and a member of the ESF/ESIF/ESB skills and employment advisory group.

IA1 Development of communities that are economically & socially resilient, sustainable & inclusive

The ESIF identifies that 'High number of families at risk of poverty and not on benefits' and that there are 'Pockets of deprivation and 10% of population live in these areas'.

This project will focus on the most deprived areas and link with and complement ESF and other activity such as CLLD (30% most deprived areas), Tff, JCP, SFA & charitable programmes.

Activities are designed to progress people towards greater social engagement including training, volunteering and work. Employment contributes to social inclusion, improves a participant's resilience and reduces isolation. The project will make a difference by reducing benefit dependency with participants and communities becoming more prosperous. Levels of crime and anti social behaviour often associated with low skill levels and frustrations due to a lack of money and opportunity will reduce.

Through engaging and supporting those most at risk of social exclusion such as ex-offenders and those with long term mental and physical health problems, communities become more inclusive as stigma and discrimination lessens.

IA12 Progression into the labour market

The ESIF identifies that 'Low skills levels restrict access to work' result in an 'Economic activity gap between CloS & UK'

The Atlantic and Moor area economy's largest employment needs are in hospitality and leisure, food production, retail and care. There is also a growing skills need at Newquay Aerohub which has Enterprise Zone status. By increasing the skills and employability of people out of work, it will benefit both the participants and local economy.

We implement these strategies through the three following themes.

- Healthy Living
- Social Inclusion
- Education and Employment

Supporting the LEP, H&WB and LNP strategies are many more detailed and focussed strategies. We have identified: i) the strategies that have directed this project; ii) the services that contribute to the delivery of the strategies; and iii) how this project links to and complements these services.

Our selection process for Partners requires them to identify where they deliver services to the relevant target group and they were selected because of their ability to link to these other services (Section c - Partnership Summary)

In addition our Strategic Partners will be involved in our Operation Group meetings to ensure that the project is able to respond to strategic developments and subsequent changes in service delivery. Cornwall Council will advise on health & wellbeing and social inclusion; JCP on employability and Cornwall Chamber on employment opportunities.

Healthy Living

Healthy Living	
Strategy	Ownership
Health Inequalities	Health and Wellbeing Board
Drug and Alcohol Treatment	Safer Cornwall
Community Safety	Safer Cornwall
Domestic Abuse and Sexual Violence	Safer Cornwall

Many individuals will be experiencing mental or physical ill health for a number of reasons. This project will not fund services to address these health issues directly. We have, however, selected Partners who are experts in delivering services to their specialist client groups and already delivering these services (see section c Partnership Summary). Partners will assess specialist needs and then refer them into the project at a point when they are able to take full advantage of the BBO offer, therefore maximising the opportunity of achieving a sustainable outcome.

The following table identifies these services and how the project links.

Complementary Services	How We Will Complement
Substance Misuse	Addaction are funded by Cornwall Council to deliver support services.
Mental Ill Health	Pentreath have contracts with NHS Kernow and Cornwall Council for supporting those with mental ill health.
Domestic Violence	Twelve's Company has the Cornwall Council contract for providing Independent Domestic Violence Advocates and Skoodhya have contracts with Cornwall Council for delivering support services to those suffering domestic and sexual violence.
Physical Ill Health	Employability Cornwall, Enable Cornwall and Action for Blind providing services to those with a physical disability.

Case Study

Partner: Gwellheans (now part of Addaction)

Dale joined the Partnership Works project in February 2010, and has not looked back, completing 3 different Literacy and Numeracy qualifications, starting an accredited computer course, joining Progress2Work and completing his CSCS card.

In Dale's own words...*"Taking these qualifications at this stage of my life has proved to be a great confidence boost for me, and a reassurance that I am still capable of using these basic skills even after a long time of alcohol misuse. I found the course to be nicely straight forward and found the help to be available about any questions I might have had. Thanks to some great encouragement from the staff, I got there in the end. I am now hoping to do the Information Computer Technology Course to add to the Level 1 qualification I am currently in the process of doing."*

Social Inclusion

Social Inclusion	
Strategy	Ownership
Inclusion for Cornwall	Inclusion Cornwall
Together for Families	Safer Cornwall
Cornwall Homeless	Cornwall Council
Strategic Housing Framework	Cornwall Council
Adult Carers	Cornwall Council
Gypsy and Traveller Communities	Cornwall Council

We will support the target groups to feel safe and develop a sense of belonging within communities and improve relationships with their families. The following existing services that support social inclusion are:

Complementary Services	How We Will Complement
Information and Advice Services	These are support through the CAB. Where these services are used they will not be funded by this project except where more extensive case work is needed. In addition ECCABI will provide training and capacity building to our Partners in the provision of IAS.
Adult Carers	Cornwall Rural Community Council deliver support services to carers for Cornwall Council.
Victims of crime	Safer Stronger Consortium delivers the Victim Care services for the Office of the Police and Crime Commissioner. SSC have identified that many victims are often 'social' victims with low skills and out of work. They will refer into this project.
Care Leavers	We have a contract with Cornwall Council to provide Personal Advisors to care leavers. This is service is delivered by one of Partners, Carefree. This is a statutory service.
Ex offenders	Safer Stronger Consortium, Konnect Cornwall and White Gold work closely with the police, supporting those on the edge of crime and ex-offenders.
Troubled Families	We have embedded the BBO Key Worker role in the role of the Together for Families Key Worker.
Residential Social Landlords (RSL)	Ocean Housing and Cornwall Housing are two of the biggest social housing providers in Cornwall. With the change to Universal Credit the RSLs have identified a high risk of increasing debt amongst their tenants. Where their tenant support officers assess a high level of risk they will be referred into the project.

Case Study

Partner: Coastline Housing

Funded through the Partnership Works project our clients attended an Eden Great Day Out , which included a tour of The Eden Project, ice skating and paper making. The days are designed to build on the softer skills of confidence and self esteem and focus on including people that have been excluded from mainstream society. We are proud of the partnership working with The Eden Project and the collaborative approach continues to thrive, ensuring that we are tackling social exclusion and making further steps to inclusion in the community.

Education and employment

Education and employment	
Strategy	Ownership
Employment and Skills - 2016-30	Employment and Skills Board
English Apprenticeships: Our 2020 Vision	Skills Funding Agency
West Cornwall Community Lead Local Development (CLLD).	West Cornwall Executive Group

The main funding for skills and employment programmes are provided through national sources; principally the Skills Funding Agency (Adult Apprenticeships and Adult Education Budget (AEB) and the DWP (The Work Programme and new Work and Health Programme). However, skills is part of the Cornwall & IoS Devolution Deal and it is possible that there may be more local direction of the skills funding, particularly the AEB which the SFA have already identified as a 'locally directed' programme. We and many of our partners, have both Apprenticeship and AEB contracts with the SFA and are able to ensure any changes in these programmes over the life of this projects are allowed for.

Complementary Services	How We Will Complement
Information, Advice and Guidance	CAB will provide a service through their contract with Cornwall Council. Only where more intensive support is needed will it be funded by this project.
Basic Skills	We, Cornwall College, Truro & Penwith College and Cornwall Adult Education Service all have Adult Education Budgets (AEB) with the SFA for supporting literacy, numeracy and ICT skills.
Vocational Skills	We, Cornwall College, Truro & Penwith College and Cornwall Adult Education Service all have Adult Education Budgets (AEB) with the SFA for supporting vocational training for the target group. The WEA also has SFA funding for some vocationally relevant courses.
DWP ESF Pathways to Employment	Reed in Partnership (RiP) has been named as the successful Prime Contractor for this area. Our Partners CDC and Groundwork are 2 of 3 local delivery Partners for RiP. This DWP project is employment focussed and it may be an appropriate progression for the economically inactive participants into job search. We have met with RiP and agreed a MoU to ensure services are joined up.
DWP Dynamic Purchasing System (DPS)	A service is being implemented to replace the JCP Flexible Fund. We have a number of Partners who have a close relationship with the local JCP offices and have delivered with their Flexible Fund including Access Training and others.
Traineeships and Apprenticeships	We, Cornwall College, Truro & Penwith College and Cornwall Adult Education Service have SFA funding to support people in traineeships and apprenticeships.

Self employment	YTKO have an ERDF project 'Outset Cornwall' which can offer support and advice on becoming self employed. Participants will be referred to this service where appropriate.
Post employment support.	Our Partner CDC is delivering the ERDF Growth Hub for Cornwall & IoS and is at stage 2 of its application to deliver the ESF Skills Hub for Cornwall & IoS. We will use this linkage and mechanism to provide post employment support for participants.

Statutory Services

The main activity that could be thought of as statutory is The Work Programme. This is mandatory for some unemployed people. Those most likely to be affected are those in receipt of JSA for more than 3 months and those on ESA in the Work Related Activity Group. In addition there is a DWP Work and Health programme being commissioned soon to replace current programmes.

We will work with our Stakeholder, JCP, to ensure that we are not providing provision that should be provided under any mandatory programmes. These checks will be carried out at the initial assessment stage. We attend the local monthly JCP Welfare to Work meetings when updates on JCP programmes are provided and information on various programmes shared.

Cornwall Council has a statutory duty to provide support to those leaving care. We have the Cornwall Council contract for delivering this service with our Partner Carefree. This statutory service does not provide a skills and employment programme but a Personal Advisor service to maintain contact with care leavers and support them in accessing other provision.

Needs Analysis

Community Needs

Both communities and individuals are involved in identifying needs in the area. A fuller description of the involvement of those who will benefit is document in Section i. Here two significant examples of how the wider community and individuals have identified needs are described.

The most extensive piece of consultation with the Atlantic and Moor community recently carried out by one of our Partners (CDC) has been on-line and face to face as part of the

Case Study

Progression to an Apprenticeship

Partner: Dynamo Healthcare Training

Before joining the Flexible Fund for the Unemployed project, Karl had been unemployed for over 6 months. After an Information, Advice and Guidance session with us decided to enrol on the Care Framework Certificate Pre-employment to Healthcare training course.

After successful achievement he gained employment with a local Domiciliary Care Agency and continued to develop his skills, undertaking an Infection Control Level 2 BTEC funded through the ESF Skills Support for Redundancy project, before progressing to a mainstream funded Health and Social Care Apprenticeship at Levels 2 and 3.

Having found his calling, Karl has become an excellent carer supporting local people. He is due to complete his Level 3 Apprenticeship in November 2016.

development of the CLLD strategy for the area. Face-to-face consultation was carried out at 7 locations across the area including special events at village halls and farmers' markets.

Bude, Newquay, Lanivet, Bodmin, Launceston, St Columb Major, Tintagel

Our CEO, Andrew Green, is a member of the Working Group directing this work. The work identified skills needs particularly in the area of IT, computing, social media and e-trading. Employment prospects are difficult with significant seasonal working opportunities identified for care and in the environment and horticulture. Annex eI provides a summary.

Atlantic and Moor Community on-line survey

Community on-line survey identifies top big issues as creating more jobs locally (25%), and opportunities for young people to find jobs and train locally (22%),

Community on-line survey also identifies other big issues as helping develop skill and qualifications when in work (16%) and help for businesses to start up, grow and remain viable (17%)

Atlantic and Moor face to face needs analysis at 10 locations revealed

Employment

- The need to look at the potential for stimulating demand for jobs through self employment and micro business start up
- The need to look at how local assets could be used to stimulate the demand for jobs eg use of green and blue infrastructure, outdoor activities, food processing, eco tourism
- Issues of long term worklessness
- Too many seasonal jobs and zero hours contract jobs
- A need to generate more work experience opportunities particularly for people with disabilities.

Skills

- A need for basic skills training development including literacy and numeracy
- A need for debt management and money management skills development
- A need for digital skills development from the very basic (to enable people to manage Universal Credit online for example) to running their own business
- Expanding peoples' awareness of key skills needed to be employable - people may have more transferrable skills than they realise
- Issue of growing numbers of people with complex needs, all of which need help to make progress

This project will be able to respond to the needs identified through the role of the Atlantic and Moor CLLD Executive Group as the Steering Group for this project.

Gaps in Provision

Through our Partners we are aware that there is a large range and variety of good quality provision. So there is not really a 'gap' in provision but a 'gap' in the way that that provision is co-ordinated and made available to provide individualised programmes that best meet the participants needs.

Individuals who have had complex issues and been a long way from the labour market but have progressed into training and employment have consistently identified that the most valued and effective support was that of a 'trusted person'. Without this 'trusted person' many would not have stayed the journey. They have identified the characteristics of the trusted person.

Experienced; Trust worthy; Supportive; Approachable; Funny/ sense of humour; Relaxed; Not patronising; Good communication skills; Talks to you not at you; Good listener; Appropriate for different situations; either gender; Patient; Positive attitude; Non-judgemental; Kind; Able to get in contact with; Reliable; Understanding; Good body language; Respectful; Encouraging; Open minded; Educated in certain subjects; Knowledgeable; Pays attention

This trusted person can then work with the individual to design their programme of activity and discuss what best suites their needs from the wide range of provision available and guide them along their journey through the programme.

Many of our Partners base their delivery around Personal Advisors (PA) or Employment Placement Advisors (EPA) and we have piloted the use of independent Key Workers (KW) (Doc 2).

Starting from the individuals' needs for a trusted

person we have worked with stakeholders (Cornwall Council Together for Families Key Worker model) and Partners (their own versions of EPAs, PAs etc) to agree a project Key Worker job description and person specification to meet this need. Annex e2 contains the job description and person specification for the Key Worker and also the specification for the organisation employing the Key Worker (The End to End Partner).

With the Key Workers in place for this model we are confident that we are transforming the Partners from operating in silos to a true partnership and making available the wide variety of activities for the participants.

Other BBO projects

There are three other BBO projects that there will be a need for coordination with. The adult projects in the adjacent Coast to Coast and South and East Cornwall areas and the young people project which covers the whole of Cornwall & IoS including the Atlantic and Moor area.

Pluss is the single stage 2 applicant for the Coast to Coast area. Whilst there is no geographical overlap we will ensure co-ordination of delivery and services, particularly those close to the border. We need to avoid a postcode lottery. Most of the Partners in the Pluss application are also Partners in our bid. We have had initial discussions with Pluss and agreed to collaborate and co-ordinate should we both be successful

There are two stage 2 applicants for the young people project, us and RIO. Again the majority of the Partners in the RIO bid are Partners in our bid and RIO have been a Partner in both our young people and adult ESF Convergence projects. The main overlap will be in provision of services to 19-23 year olds who will be eligible for both projects. We have already had discussions with RIO over the young people project and because of their close relationship with us as a Partner in our projects over many years we will be able to co-ordinate services.

f) Project Participants

Who will benefit?

The Atlantic and Moor area is a very rural area. It is framed by ocean on the north coast and the area is characterised by its mix of rurality together with the popular holidaying destinations of Newquay and Bude.

The ESIF identifies 'High number of families at risk of poverty and not on benefits.' and that there are 'Pockets of deprivation and 10% of population live in these areas.' This project will focus on the most deprived areas and link with and complement ESF and other activity such as CLLD (30% most deprived areas), TFF, JCP, SFA and charitable programmes.

All of the activities in this project are designed to benefit communities by progressing people towards greater social engagement including training, volunteering and work. This will support communities to become more economically and socially resilient, sustainable and inclusive. The positive benefits of employment to a participant's well being is well documented; work contributes to social inclusion, improves a participant's resilience and reduces isolation. The project will make a difference by reducing benefit dependency and participants and communities becoming more prosperous. Levels of crime and anti social behaviour, often associated with low skill levels and frustrations due to a lack of money and opportunity, will reduce.

The ESIF identifies that 'Low skills levels restrict access to work' result in an 'Economic activity gap between CloS and UK'. The Atlantic and Moor area economy's largest employment needs are in hospitality and leisure, food production, retail and care. There is also a growing skills need at Newquay Aerohub which has Enterprise Zone status. By increasing the skills and employability of people out of work it will benefit both the participants and local economy.

Through engaging and supporting those most at risk of social exclusion such as ex-offenders and those with long term mental and physical health problems, communities become more inclusive as stigma and discrimination lessens. Ex-offenders have a particular problem in gaining employment

as employers are often reluctant to 'take a chance'; this project will have a work 'taster' and employability programme focussed on educating employers.

Those that have experienced mental ill health or long term health problems equally face stigma and discrimination from employers. Our Partner Pentreath Ltd work extensively with employers to 'myth bust' and educate employers about mental health. Our work 'taster' and meet the employer days will contribute towards reducing discrimination in this area.

Participants who have learning and physical disabilities are often dismissed by employers who anticipate that they will not be able to provide support needed. Working with our Partners United Response, Enable in Cornwall and Employability Cornwall and the Chamber of Commerce we will work with employers to demonstrate what those with physical and learning disabilities can do and contribute towards a business.



Provision of work and life skills for learners with learning difficulties and disabilities.

The estimated 750 'Troubled Families' that have been identified by Together for Families in Atlantic & Moor will most likely also be families on benefits, as well as contributing to anti social behaviour and committing crime. We will improve the wealth, health and well being of eligible participants. As a result crime levels will reduce, skill levels will improve and barriers to employment removed.

In addition, the following groups will benefit:

Priority Group	Typical issues, situations and barriers they face
The long term unemployed	No current work record, relevant employment experience, low confidence and self esteem, out of date skills, financial, lack of motivation, debt issues, lack of transport, desperation, despair, poor self awareness, sense of fear and fear of judgement and rejection, food poverty,
The economically inactive	No current work record, relevant employment experience, low confidence and self esteem, out of date skills, financial, lack of motivation, social anxieties, debt issues, lack of transport, desperation and despair, poor self awareness, sense of fear and fear of judgement and rejection, food poverty.
The over 50s	Lack of current skills, low confidence and self esteem, up to date cv, unrealistic expectations.
Troubled families	Dysfunctional and destructive personal relationships and under-developed social skills, physical, emotional and financial abuse, food poverty, unhealthy family behaviours.
Homeless, vulnerably housed, housing need	Lack of confidence and self esteem, shame of their situation, financial (not claiming the correct benefit), debt issues, lack of transport, food poverty, poor living conditions, not able to stay in one place for too long to complete/access support.
Basic skills/low skills needs	Lack of relevant skills that employers want, lack of literacy and numeracy, lack of confidence and employability skills.
Long term health issues (physical and mental)	Low self esteem and confidence, stigma, discrimination, side effects of medication, lack of motivation, social anxieties, health issues through poor diet, self harm, self neglect, food poverty, shame, guilt, embarrassment, anger, anxiety, despair.
Substance Misuse	Self harm, food poverty, mental health issues.
Adults with LDD and those with disabilities	Shyness, lack of confidence, low self esteem, lack of skills, social anxieties, lack of transport, stigma, lack of employer awareness, dyslexia may not be diagnosed, social anxieties, inability to physically travel, financial barriers.
Rural isolation	Lack of motivation, social anxieties, lack of transport, food poverty, lack of access to services.
Ethnic minorities	Language, lack of understanding of UK culture, and recruitment processes, no cv, lack of employment record.
Offenders/Ex offenders/victims of crime	Scepticism by employer and others, stigma, discrimination, anger management issues, mental health disorders, dyslexia, lack of social skills, lack of transport, no current work record, gaps in work history.

We have used the Index of Multiple Deprivation (IMD) to inform our areas of working as well as other existing strategies and initiatives ie the CLLD strategy and the ESIF strategy for Cornwall and the IoS. The Cornwall Neighbourhoods for Change (CN4C) 'One and All?' report found that if you live in the top 10 most deprived neighbourhoods (IMD) you:

- have a 50% chance of living in social housing
- are twice as likely to be on a benefit of some kind
- are more than twice as likely to be sick or disabled
- are 2.5 times more likely to be a lone parent and 3.5 times more likely to be claiming lone parent benefit
- are half as likely to have a degree as the general population
- have a 50% chance of having no qualifications

Through working with our Partner Residential Social Landlords (RSLs) and community based partners such as Cornwall Neighbourhoods for Change (CN4C) and East Cornwall Citizens Advice Initiative (ECCABI), we will focus on areas of social housing and in particular the 30% most disadvantaged wards where those most at risk of social exclusion live. In particular we will target:

- Bodmin; *Kinsman Estate, Monument Way, Berryfields Estate, Berdeska Court, Newquay Gannel, Trenance Estate*
- Bude; *East*
- Launceston; *North East and*
- Tintagel

Others who are at risk of social exclusion because of poor physical/mental health, isolation and other barriers may not live in social housing or in a deprived area but anywhere in the area. Online support, activities in community venues and activities in the home or housing estates will be available for those that are rurally isolated and unable to access provision.

The Cornwall Together for Families (TfF) programme has identified 900 families in the Atlantic and Moor area. Cornwall Council are Partners and we will co-ordinate with the TfF Key Workers to add value. Communities of need are based throughout the area and these will be engaged through our specialist VCSE Partners who are already delivering other funded services to these people.

Many participants who will benefit from this project have been identified because they have approached our voluntary community sector Partners for the help they need. A small example of these Partners and the other contracts they deliver that can help these individuals includes:

- Pentreath: NHS Kernow Mental Health Contract and the DWP Workchoice disability contract
- Twelve's Company: Independent Domestic Violence Advocacy with Cornwall Council
- Cornwall Rural Community Charity: Adult Carers Support with Cornwall Council

- Addaction: Substance Misuse with Cornwall Council
- Safer Stronger Consortium: Victims Care Support with Office of Police and Crime Commissioner
- Carefree: Care Leavers Support with Cornwall Council (through us)

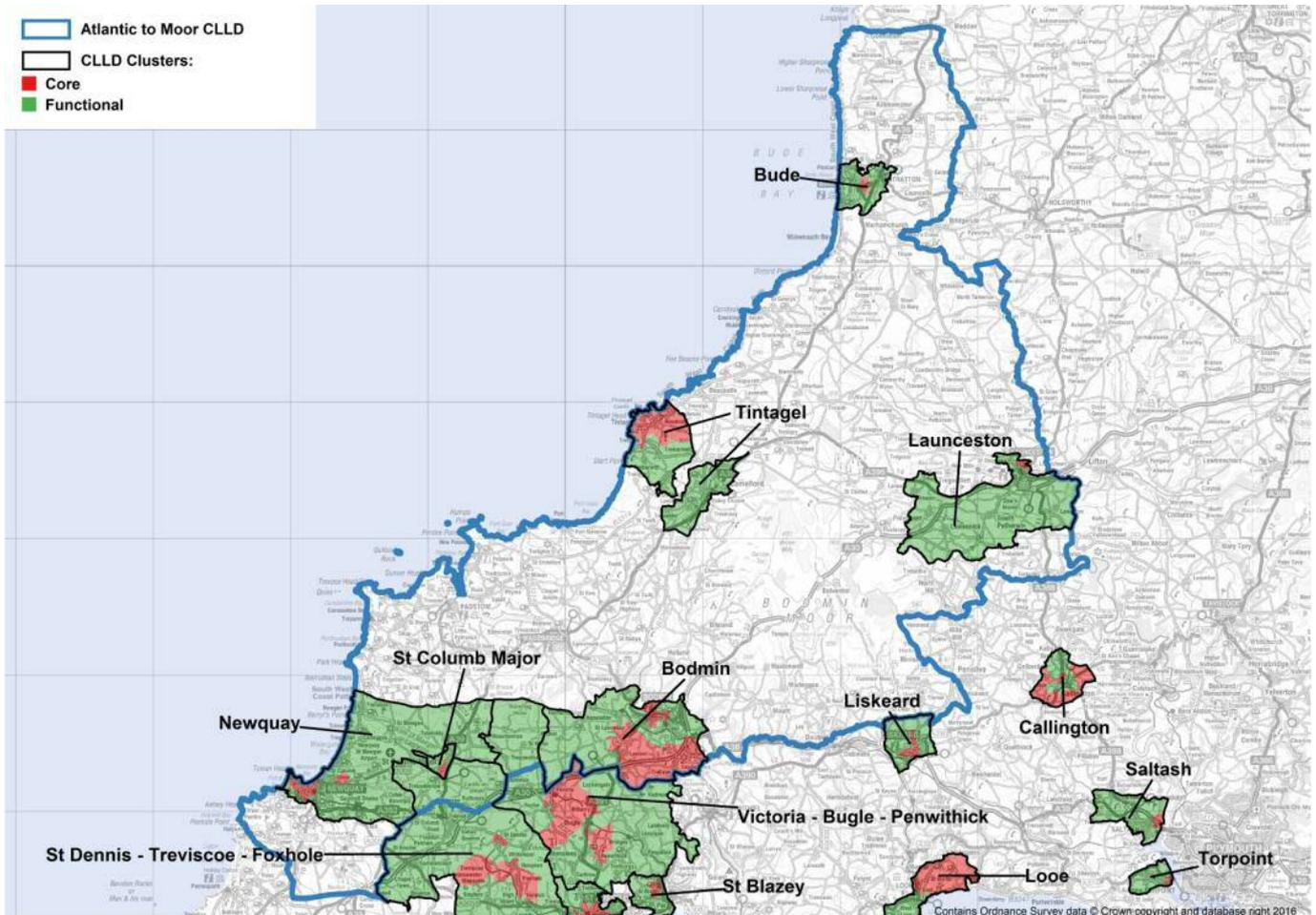
In designing the project in this way, we can ensure that those most at risk of social exclusion are identified and engaged. By adding value to existing programmes we will provide a value for money approach and maximise the benefits to participants through a co-ordinated, holistic approach. Participants can be engaged on the project for up to 2 years dependent on need. Interventions will be complimentary and progress will be shared through a case conference approach across Partners.

Mechanisms will be put in place to re-engage those that may not complete their progression plan and support will be available to those who are unable to access services due to rural isolation. An example of this is the Cornwall Adult Education Service online Moodle platform, and the use of community venues and delivering services in people's homes.

Partners have been chosen for their ability to engage with the client groups, their specialism's and access to other funding streams. The project has been designed to ensure that Partners have access to the target groups and those most at risk of social exclusion are identified and engaged. This provides a value for money approach by adding value to other funding streams as appropriate and maximises the benefits to participants through a co-ordinated, holistic approach which will achieve more sustainable outcomes.

Geographical areas we will prioritise

We will be working across the entire Atlantic and Moor area but will target activity where there is evidence of need. The area is mostly rural with a population of 1122,517. Towns of size are Newquay (20,342), Bodmin (14,736), Bude-Stratton (9,934) and Launceston (9,216). The average population density per hectare is low at 1.3 compared to 2.3 for Cornwall. The project will deliver across the whole area and communities of place and need will benefit.



The number of people we will work with and how their needs will be

Targets	How needs will be addressed by the project
<p>375 men and 375 women 375 unemployed 25% Long term unemployed (>12 months) 375 economically inactive</p>	<p>The route to the eligible individuals is through our wide range of specialist project Partners who have been selected for their track record of working with the target groups. Individuals will be engaged by organisations that either hold other contracts for working with their specialist client group, RSLs or other innovative engagement methods, eg other community events, family days or other engagement activities based around personal interests and sporting activities. JCP will also refer individuals to our Partners for support. Where recruitment shows that we are not meeting recruitment profiles of men, women, unemployed or economically inactive we will direct Partners to hold targeted recruitment events ie for young Mums or fathers. However, we have an excellent track record of meeting ESF priority group profile targets and are confident that these will be achieved.</p>

	<p>The End to End Partner Key Worker will carry out an assessment to ensure the participants are ready to engage with the activity. The project will provide a graduated offer that will be co-produced with the participant.</p> <p>We will work with individuals on a 1:1 or group basis to improve confidence, self esteem, motivation and offer advice with regard to other skills ie budgeting and eating well. Key workers (KWs) will support individuals to access appropriate skills provision to ensure skills are up to date. IAS will give individuals access to advice on finance and debt and individuals will be supported to access transport and funds will be made available to do this as necessary.</p> <p>The project will give individuals the opportunity to update their CV and provide a current work record through volunteering opportunities. Fear of rejection by employers will be diminished through our 'Meet the Employer' events, role play, work trials and mock interview activities. Post employment support will be available.</p>
<p>10% Offenders/ex offenders/victims of crime</p>	<p>Our project Partner the Safer Stronger Consortium (SSC) is a specialist in providing support and services for these client groups. SSC hold contracts with the Office of the Police and Crime Commissioner for the delivery of Victim Care Services in Cornwall, to work with these client groups and move them towards employment and other positive outcomes. Provision will be tailored for individuals needs and the SSC provider works in a holistic way. The offer will include 1:1 offender mentoring and support, personal development, (to help develop social skills) motivation and confidence building, working together group sessions, job induction and job sustainability and in work support. If individuals have mental health issues we will signpost and support participants to access mental health support through our mental health specialist Partner, Pentreath Ltd who can also support with anger management issues, and dyslexia through the Cornwall Dyslexia Association.</p> <p>We will work with our Partner the Cornwall Chamber of Commerce to engage employers and through our 'Meet the Employer' events, role playing activities and work trials we will reduce stigma and discrimination around employing this client group. Through supporting individuals to take advantage of the volunteering offer and work trials we will be able to provide individuals with up to date work experience and record this on their CV. SSC can educate individuals how best to tackle the issue of gaps in work history on their CVs and also in an interview situation.</p> <p>KWs will support individuals to access transport and funds will be available if required. Post employment support will be available.</p>
<p>150 over 50s (20%)</p>	<p>Partners are experienced in working with this client group and are able to effectively assess and support their needs. Assessment will be an ongoing process and information will be gathered on strengths, interests, abilities, psychological, social and emotional needs. We will work with these individuals ensuring a flexible and bespoke approach. Confidence in skills and abilities may be low so the project will deliver specific techniques to build self esteem in the current job market. Active Plus run an 'Active Aging' course to address these issues.</p>

	<p>Older individuals in previously high skilled jobs may have unrealistic expectations of what is available to them in the current labour market so we will support individuals to change vocation and re-train as appropriate to provide up to date and relevant skills. We will ensure all have an up to date CV. A number of project Partners have successfully worked with this client group in previous ESF programmes ie 19% achieved in Skills Support for the Unemployed, 26% achieved in Flexible Fund for the Unemployed and 18% in Partnership Works.</p>
<p>15% Adults with LDD and 375 with disabilities</p>	<p>Our project Partners Action for Blind, United Response, Cornwall Dyslexia Association, Enable in Cornwall and Isles of Scilly, Employability Cornwall (Cornwall Council) are all experienced in working with their specialist LDD client groups and have developed tailored support and activities for them based on their experience and learner feedback. For an example, the 'Dyslexia Deal' that will supply tailored support to those with Dyslexia, and assisted technology that has been developed by Action for Blind alongside the counselling and emotional support they offer to those suffering sight loss. All individuals will be screened for dyslexia and supported as appropriate to access the Cornwall Dyslexia Service.</p> <p>Activities on either a 1:1 or group basis will be delivered to improve/address shyness, lack of confidence/self esteem and generally contribute towards greater personal development. Activities to address social anxieties will be provided by our specialist mental health Partners, Pentreath Ltd, and individuals will be supported to access skills provision from any one of our wide range of Partners.</p> <p>Participants will be supported by Key Workers to physically access transport by joining them on journeys, and financial support will be made available as appropriate.</p> <p>Employer awareness of this client group and associated stigmas will be improved/addresses through our Partner The Cornwall Chamber of Commerce through our 'Meet the Employer' events, role play, work trials and volunteering opportunities. Post employment support will be available.</p>
<p>23 people from ethnic minorities (exc Cornish)</p>	<p>Cornwall does not have a high level of BME. Our previous experience has been that partners will engage with BME individuals through their natural activities so we will not require specific targeted activities in order to meet this low target. However, we can engage the services of the Cornwall Council Equality and Diversity Team to support with engagement if required.</p> <p>Our Partners are experienced in dealing with ethnic minorities through their other mainstream contracts. Through our partnership we are able to provide support for individuals to access language and interpretation services as appropriate and educate individuals about 'British Values' and culture; this will be on a 1:1 or group basis.</p> <p>Key Workers will support individuals to improve CV writing and our work trials and volunteering offer will provide individuals with the opportunity to update their employment record. Through working with our Partner The Cornwall Chamber of Commerce, we will educate individuals from the client group about UK recruitment processes.</p>

	<p>Project funds will be used to pay for translation services as appropriate for individuals to access activities and support ie English for Speakers of other languages.</p> <p><i>Cornish</i> people have been granted minority status under <i>European</i> rules for the protection of <i>national minorities</i>. We will record <i>Cornish</i> identity but they will not be counted against this target.</p>
<p>20% troubled families, 165 families supported and 8 social housing communities supported</p>	<p>We have agreed a referral process with Cornwall Council to add value to the Together for Families programme. At the heart of Tff is the family Key Worker. We have agreement to have a single Key Worker to work with those families on the Tff programme where appropriate to ensure value for money. Individuals will be supported to access a range of provision throughout the partnership to add value and compliment the Tff offer. The 2 programmes share aligned outcomes in the areas of progressing individuals into work or onto a work programme, reducing crime and anti social behaviour and reducing costs to the public purse over time. We will deliver programmes to improve both vocational and wider/softer work related skills including activities/education designed to improve dysfunctional and destructive personal relationships (including unhealthy family behaviours) improve social skills and educate about all aspects of physical and emotional abuse. We will support individuals and educate them about the importance of eating healthily and give access to IAS and offer advice around budgeting and prioritising how money is spent. The project will offer tailored assessment and support to progress individuals into work or onto work activities. Post employment support will be available.</p>
<p>30% long term health issues (mental and physical) 165 participants will report improved mental health</p>	<p>Our Partner, Pentreath Ltd support c.1,200 people pa suffering from mental ill health with referrals coming through NHS contracts. They receive many referrals from GPs and also have activities to support BMEs. They will assess when people supported through these activities are eligible and would benefit from the support of this project.</p> <p>The timing of activities will take into account the side effects of medication ie early mornings and reduced session times to take account of how concentration spans may be affected. All individuals will be assessed and offered IAS. Individuals will be supported to access activities on a 1:1 or group basis to improve confidence, self esteem, motivation and social anxieties and provide specialist support to help individuals deal with feelings of anger, shame, guilt or embarrassment of their illness.</p> <p>Activities will include mental health awareness training, the importance of healthy eating in relation to mental illness, strategies and other support for individuals to manage their condition; including how to manage the side effects of medication and how to manage self harming behaviour.</p> <p>Pentreath work extensively with employers to 'myth bust' and educate employers about mental health to reduce stigma and discrimination and this work will continue through this project and our project Partner The Chamber of Commerce through our 'Meet the Employer' events, volunteering opportunities work trials and role play activities. Post employment support will be available.</p>

<p>10% substance misuse,</p>	<p>Our delivery Partner Addaction has the contract with Cornwall Council helping substance misusers and will assess which of the Council funded clients are ready to move on to further training and/or employment through this project.</p> <p>All individuals will be given access to Information and Advice Services (IAS) to support with financial issues which may be causing food poverty. We will offer specialist assessment and support for this client group to address mental health issues eg self harm, low self esteem and confidence and ensure individuals are accessing the services they need to address underlying issues causing substance misuse.</p> <p>Individuals will be supported to access volunteering opportunities and work trials and attend 'Meet the Employer ' events as a route back into employment . Mock interviews will be used as a tool to improve confidence in interview situations. Post employment support will be available.</p>
<p>10% Homeless/ Vulnerably housed/ housing Need</p>	<p>We have engaged a number of Registered Social Landlords (RSL) as project Partners. Some RSLs have programmes to support their vulnerable tenants and also activity for the homeless i.e. Cornwall Housing have a schedule of engagement activities that they run in the estates that they manage and we will add value to these i.e. assessment, signposting, support, soft and vocational skills, work experience and both into work and post work support. Our RSL Partners have good strong relationships with both the Cornwall Council benefits team and local JCPs so are able to signpost and support for advice as appropriate.</p> <p>Individuals will be supported to access activities to improve confidence and self esteem; this may be on a 1:1 or group basis. All individuals will be offered IAS to support and educate individuals with regard to debt, finance and budgeting to help alleviate food poverty. Individuals will be supported by KWs to speak with JCP or Cornwall Council benefits team, as appropriate, if it is suspected that individuals are on the incorrect benefits. We will work with local food banks as appropriate to raise awareness to those who are in need of their service. Individuals will be supported to access transport if needed to access the services they need and funds will be available for this.</p>
<p>50% Basic skills needs/low skills, 165 achieving a basic skills qualification, 450 Achieving a relevant vocational qualification</p>	<p>Those with low skills. We have an SFA mainstream AEB contract and work with all the major SFA providers of adult skills and apprenticeships in Cornwall and IoS inc all FE Colleges. Qualifications will be funded by the SFA where possible and the project will facilitate the progress into further learning and apprenticeships. Our Partner Cornwall Adult Education Service is a basic skills specialist deliverer in Cornwall and the IoS and has centres across the county including the IoS.</p> <p>Individuals will be supported by KWs to access skills training to ensure they have relevant vocational and employability skills including literacy and numeracy. Activities on either a 1:1 or group basis will be available throughout the partnership to address confidence issues. However, this often improves as a result of individuals achieving accredited/certificated qualifications.</p>

420 participants receiving advice and support on debt, benefits, housing etc	Our Partner's ECCABI and CAB are Information Advice and Support specialists. They have good working relationships with associated agencies such as the Cornwall Council benefits team and local JCPs. ECCABI have delivered several projects working at the heart of the community in particularly working in partnership with RSLs on social housing estates to deliver projects aimed at educating individuals about budgets and personal finance, including the DEFRA Funded Economic Wellbeing Project and the Big Lottery funded BLAST project. This project will add value to existing funding streams to enable individuals to access services and offer wider IAS to include finance, debt and social inclusion.
585 participants will take part in role play and mock interviews	The project will deliver workshops and other activities to offer the opportunity for individuals to take part in role playing and mock interviews. Partners already have extensive linkages with employers through previous ESF projects and other contracts. Our project Partner Cornwall Chamber of Commerce has a network of over 200 member businesses and YTKO hold the ERDF Contract offering business support to those wishing to become self-employed. This activity will be supported by these partners and the employers they work with so that project participants have the opportunity to take part in role play and mock interviews with real employers which will enhance job prospects and increase skills and confidence.
83 participants taking up volunteering opportunities	Our project Partner Volunteer Cornwall have been established in Cornwall since 1978 and are the largest volunteer management organisation in Cornwall and the IoS. They will be our Theme Champion for volunteering and be key in facilitating the volunteering opportunities that this project will offer. In addition to this project Partners also have extensive linkages to employers in the county that have historically offered volunteering opportunities to their client groups.
503 participants will report increased confidence in seeking work	Participants will increase their confidence in work seeking skills through: <ul style="list-style-type: none"> • Accurate diagnostics to identify both strengths and weaknesses • Support to improve and update CVs • One to one and group activities designed to educate individuals and give them robust and up to date job seeking skills • Role play and mock interviews • Meet the Employer events • Volunteering opportunities • Work Trials • Support and access to soft skills and vocational support • Achievement of basic skills and other qualifications • Support for own business start up
75 in sustained employment for more than 4 months	Key Worker support will be in place for a minimum of 4 months post employment to maximise the opportunity for sustained employment.
75 in jobs with more than minimum wage	Individuals will be supported and guided to apply for suitable jobs by their Key Worker, at least 75 will be in job with more than the minimum wage.
Addressing rural isolation	A variety of on-line support will be available to those that are able to access this. Both financial and personal support will be available for individuals to access transport to 'Hubs' where activities are not available in the local community. Activities and support will also be delivered in participants home as appropriate.

How we will re-engage those that disengage?	Progress of all participants will be monitored by our Contract Manager through the Key Worker Group meeting including those that are in danger of dropping out. Strategies for re-engagement will be put in place either with the same Key Worker or through a different specialist Partner as appropriate and assessment and actions plans will be reviewed and peer reviewed as appropriate.
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Case Study

Partner: Pre-School Learning Alliance

Although unemployed, Kayleigh is involved with her local Children’s Centre in Bude and has recently started to volunteer at Early Birds Nursery for their baby and toddler sessions. As a result she wanted to work in childcare, so was pleased to be given the opportunity to access training with some of the nursery staff. To increase her chances of gaining employment we also provided Kayleigh with training on Safeguarding and Promoting the Development of Children. As a result she was successful in obtaining a part time job with Early Birds.

Learner's comments on completion of programme

The professional discussion went better than I thought. After this course I feel much more confident in my new role which will include making observations

Learner's signature: *[Signature]* Date: *22/10/15*

Case Study

Partner: Cornwall Neighbourhoods for Change

David is unemployed and part of the POMDS Project (Prescription Medicine Dependency Service) and wanted to deliver workshops and courses for POMDS groups.

“I am interested in being involved with supporting people who have dependency issues” David said “I have problems from time to time with depression and anxiety and I find academic work difficult as I have visual stress disorder. I am good at working with people and am passionate that change is possible for all.”

Learner's comments on completion of programme

A great course which has given more momentum to carry on and engage in some more, relevant educational courses

Learner's signature: *[Signature]* Date:

His IAG session identified a range of training that he wanted to undertake to help fulfil his goals including completing a Level 1 Award in Skills for Employment and a Level 3 Award in Education. After achieving these David progressed to a Level 4

Plans for Progression

I am starting a counselling course at college in Sept

Advanced Counselling Skills qualification with Cornwall College.

At the end of the training David said *“I have found the course has increased my self-awareness and confidence making a real difference to my life.”*

Case Study

Partners: East Cornwall Citizens Advice Bureau Initiative & Cornwall Housing

As a result of Cornwall Housing and ECCABI's joint working, a pilot initiative (Universal Credit - UCAN) was run for residents on a Bodmin housing estate.

SSR project funding was used to train Cornwall Housing staff, and included topics that would be helpful when talking to residents, such as debt and budgeting.

Learners were awarded their qualification certificates by Cornwall Housing's Chairman on Friday 4th December 2015.



Case Study

Partner: Cornwall Adult Education Service

Szilard is a Hungarian national who has lived in the UK for a number of years. He has previously worked in the transport industry but has been unemployed for over 6 months, and needed to improve his English in order to improve his chances of finding a job.

Szilard was supported by Cornwall Adult Education Services through their English for Employability programme in FFU. Following the completion of his learning his tutor said “ Szilard has made good progress and is able to express himself much better now and construct sentences competently. He has gained employment in two part-time jobs and is hoping to continue with his studies next year.”

Learner's evaluation at completion of learning aim

I AM ABLE TO USE ENGLISH BETTER NOW. I HAVE GOT TWO JOBS AND I AM ABLE TO TALK AND READ AT WORK.

Learner's signature..... Szilard Kovacs Date..... 1.7.15

g) Project Targets

The targets and timescales for the outputs and results have been:

- ✓ based on our experience and performance in delivering similar previous projects as a baseline to inform as shown below.
- ✓ co-designed and agreed in consultation with our Partners at our planning meetings as stated in j) Involving Participants

Our main experience of similar activity comes from three projects: Skills Support for the Unemployed (SSU), Flexible Fund for the Unemployed (FFU) and Partnership Works (PW). The outputs and results for these 3 projects were not identical to each other or exactly the same as those required in this project. In addition the eligibility requirements were slightly different and there was no requirement to record unemployed and economically inactive participants separately. Nevertheless there is sufficient similarity for us to be able to use SSU, FFU and PW, in discussion with our Partners, as the evidence base for this project.

Outputs

The following table details a comparison of the outputs required by this project with SSU, FFU and PW. It shows that where we have gone above the BBO minimum requirements this is based on good previous experience. This is particularly the case for participants with a disability. Our use of specialist Partners has always meant that we have been able to engage well with this target group.

Outputs (Required)	SSU	FFU	PW	BBO Outline	This Project
Average starts per year	736	284	582	246	250
Men	67%	40%	47%	50%	50%
Women	33%	60%	53%	50%	50%
Over 50s	19%	25%	18%	19%	20%
Disability (physical/mental/learning)	86%	84%	44%	33%	50%
Ethnic Minorities	7%	4%	7%	1%	3%

The following table details the additional outputs we have included in this project. We are proposing slightly higher targets for offenders/victims and substance misuse than previously engaged because of the planning we have carried out with our Partners Addaction (substance misuse) and Safer Stronger Consortium (offenders/victims)

Outputs (Additional)	SSU	FFU	PW	This Project
Long Term Unemployed (>12 m)	36%	27%	16%	25%
Ex Offenders/Victims of crime	nc	nc	6%	10%
Adults with LDD	48%	31%	nc	15%
Long term health issues (physical/mental)	37%	51%	44%	30%
Substance misuse	nc	nc	6%	10%
Basic skills needs (<Level 2)	30%	28%	55%	50%

* nc - not collected

We have also proposed additional targets for troubled families and the homeless & vulnerably housed. Whilst we are aware that we have supported these groups previously we have not specifically recorded them in the past and therefore do not have any benchmark. However we have had extensive discussions with Cornwall Council on their Troubled Families programme and Ocean Housing and Cornwall Housing to verify that these are realistic.

Required Outputs

Results			
BBO Project Outline	Anticipated Target	Milestones	Timescale
737 people engaged in activities	750 people engaged in activities	300 people engaged	End of year one
		600 people engaged	End of year 2
		750 people engaged	Year 3, month 6
368 men	375 men	150 men engaged	End of year one
		300 men engaged	End of year 2
		375 men engaged	Year 3, month 6
369 women	375 women	150 women engaged	End of year one
		300 women engaged	End of year 2
		375 women engaged	Year 3, month 6
369 people who are unemployed	375 people who are unemployed	150 unemployed people engaged	End of year one
		300 unemployed people engaged	End of year 2
		375 unemployed people engaged	Year 3, month 6
368 people who are economically inactive	375 people who are economically inactive	150 economically inactive people engaged	End of year one
		300 economically inactive people engaged	End of year 2
		375 economically inactive people engaged	Year 3, month 6
147 people older than 50	150 (20%) people older than 50	60 over 50s engaged	End of year one
		100 over 50s engaged	End of year 2
		150 over 50s engaged	Year 3, month 6
256 people with disabilities	375 (50%) people with disabilities	100 people with disabilities engaged	End of year one
		200 people with disabilities engaged	End of year 2
		375 people with disabilities engaged	Year 3, month 6
7 people from ethnic minorities	23 (3%) people from ethnic minorities	9 people from ethnic minorities engaged	End of year one
		15 people from ethnic minorities engaged	End of year 2
		23 people from ethnic minorities engaged	Year 3, month 6

Additional Outputs

Additional Outputs			
BBO Project Outline	Anticipated Target	Milestones	Timescale
None	94 Long term unemployed (25% of unemployed) LTU is >6 months for <25 year olds >12 months for 25+ year old	10	End of year 1
		75	End of year 2
		94	Year 3, month 6
None	75 (10%) offenders/ex-offenders/victims of crime	20	End of year 1
		60	End of year 2
		75	Year 3, month 6
None	113 (15%) adults with LDD	30	End of year 1
		90	End of year 2
		113	Year 3, month 6
None	150 (20%) Troubled families	40	End of year 1
		120	End of year 2
		150	Year 3, month 6
None	225 (30%) Long term health issues (physical/mental)	75	End of year 1
		200	End of year 2
		225	End of year 3
None	75 (10%) Substance misuse	20	Year 3, month 6
		60	End of year 2
		75	Year 3, month 6
None	75 (10%) Homeless/vulnerably housed/housing need	20	End of year 1
		60	End of year 2
		75	Year 3, month 6
None	375 (50%) Basic Skills needs/low skills (qualification < Level 2)	250	End of year 1
		310	End of year 2
		375	Year 3, month 6

Results

It is more difficult to compare directly results with SSU, FFU and PW as the project requirements were different. For example PW was more focussed on soft outcomes such as improvement in Family Relations and Personal/Life Skills than employment. SSU was more focussed on unemployed individuals whilst FFU and PW had more of a focus on those furthest from the labour market. Nevertheless the experience of these projects, further developed in the Learning and Evidence section, forms the rationale for the results proposed. It is also worth noting that many of the key Partners in this project were also delivering in SSU, FFU and/or PW.

We achieved an into work success rate of 29% for SSU, however the participant eligibility for FFU most closely resembles this project which had an into work success rate of 18%. We are confident that the 14% and 17% employment range for this project is realistic and achievable.

Helping individuals become more proactive in job searching was a major focus of SSU, FFU and PW and even though we have not always be required to record this as a result, our experience in delivering nevertheless gives us confidence that our programmes of activity will support the economically inactive to become more proactive.

Results	SSU	FFU	PW
Into employment	29%	18%	7%
Into training or education/Jobsearch	NA	NA	17%
Into volunteering	1%	4%	10%
Basic Skills achieved	4%	3%	26%
Personal/life skills	33%	48%	50%
IAG sessions	100%	100%	100%
Vocational/Accredited learning	67%	52%	47%
Non accredited learning	33%	48%	53%

Results			
BBO Project Outline	Anticipated Target	Milestones	Timescale
17% of people moving into education or training	25% (188) of people moving into education or training	275 people will complete a skills plan	Year 1 - 50 Year 2 - 100 Year 3 - 275
		100 people will complete an education or training 'taster'	Year 1 - 20 Year 2 - 50 Year 3 - 100
		188 people moving into education or training	Year 1 - 50 Year 2 - 50 Year 3 - 188
14% of unemployed people moving into employment	17% (64) of unemployed moving into employment	33 unemployed people will take up volunteering opportunities	Year 1 - 10 Year 2 - 20 Year 3 - 33
		292 unemployed people will take part in role play and mock interviews	Year 1 - 75 Year 2 - 170 Year 3 - 292
		64 unemployed people moving into employment	Year 1 - 10 Year 2 - 30 Year 3 - 64
14% of economically inactive moving into employment	14% (53) of economically inactive moving into employment	50 economically inactive people will take up volunteering opportunities	Year 1 - 10 Year 2 - 20 Year 3 - 50
		293 economically inactive people will take part in role play and mock interviews	Year 1 - 75 Year 2 - 175 Year 3 - 293
		53 economically inactive people moving into employment	Year 1 - 10 Year 2 - 35 Year 3 - 53
27% of economically inactive moving into job search	30% (113) of economically inactive moving into job search	375 economically inactive people will complete an IAG assessment	Year 1 - 300 Year 2 - 600 Year 3 - 750
		300 will report increased confidence in seeking work	Year 1 - 100 Year 2 - 300 Year 3 - 600
		113 economically inactive moving into job search	Year 1 - 20 Year 2 - 50 Year 3 - 113

Additional Results

BBO Project Outline	Anticipated Target	Milestones	Timescale
None	165 Families supported	40	End of year 1
		100	End of year 2
		165	End of year 3
None	8 Social housing communities supported	3	End of year 1
		6	End of year 2
		8	End of year 3
None	420 participants receiving advice and support on debt, benefits, housing etc	200	End of year 1
		350	End of year 2
		420	End of year 3
None	585 participants will take part in role play and mock interviews	200	End of year 1
		400	End of year 2
		585	End of year 3
None	165 Participants will report improved mental health	60	End of year 1
		120	End of year 2
		165	End of year 3
None	165 achieving a basic skills qualification	50	End of year 1
		100	End of year 2
		165	End of year 3
None	375 Achieving a relevant vocational qualification	75	End of year 1
		150	End of year 2
		375	End of year 3
None	83 participants taking up volunteering opportunities	20	End of year 1
		40	End of year 2
		83	End of year 3
None	503 participants will report increased confidence in seeking work	100	End of year 1
		300	End of year 2
		503	End of year 3
None	75 employment sustained for more than 4 months	10	End of year 1
		50	End of year 2
		75	End of year 3
None	75 people in jobs with more than the minimum wage	10	End of year 1
		50	End of year 2
		75	End of year 3

Progress Tracking

All outputs and results will be recorded on our Management Information System called 'Tracker'. The section on Systems and Procedures describes how we will collect and report information ensuring its quality. The Project Resources section demonstrates that we have a team of experienced administrators that now have substantial and specialist knowledge of ESF projects and the associated audit requirements. Here we describe how the information is used.

Each month the outputs and results will be compiled into a monthly Partner Output Summary with data downloaded from 'Tracker'. This will record outputs and results against each Partners target and for the project as a whole. Annex g1 shows an example of a report for a previous project.

This Partner Output Summary is at the heart of monitoring the progress of the project. It is shared with all project Partners and stakeholders and reviewed at the following meetings.

- CEO and Contract Manager monthly Project Review meeting
- Quarterly Partner Operation Group meetings
- Individual Partner Monitoring visits.

With this regular monthly monitoring of outputs and results against targets we are able to take prompt action if individual Partners and/or the project is falling behind schedule.

h) Project Outcomes

A 12 month pilot project with tenants of social housing assessing their readiness for the introduction to Universal Credit (UC-UCan project) identified the multiple and complex barriers experience by the tenants. The pilot project also recognised the importance of addressing these underlying issues as a foundation for progression into education, training and employment. The multiple and complex barriers tenants face included:

- ◇ High Levels of indebtedness
- ◇ High Priority Debts including Rent arrears
- ◇ Low literacy and numeracy skills
- ◇ Low financial skills
- ◇ Low ICT skills
- ◇ Low confidence
- ◇ Poor communication skills
- ◇ Lack of computer and internet access
- ◇ Lack of qualifications
- ◇ Physical and mental health issues
- ◇ Addiction issues
- ◇ Complex family circumstances
- ◇ Stress, anxiety and worry about the future
- ◇ No savings to buffer change in circumstances
- ◇ Lack of knowledge and skills to be able to meet their conditionality agreement

The project outcomes for this project have been based on this and other supporting work and represent the four current, and increasingly important factors affecting socially disadvantaged individuals and communities.

- Improved financial health
- Improved family relationships
- Improved mental and physical health
- Increased confidence in work seeking skills

Improved financial health

Project Outcome: Participants with improved financial health	
Indicator of Change	Timescale
1. Individuals receiving advice and support on debt	100 by end of year 1 220 by end of year 2 420 by end of year 3
2. Individuals reporting they are more effectively managing their budget	50 by end of year 1 130 by end of year 2 200 by end of year 3
3. Individuals reporting they have reduced their debt or living costs	50 by end of year 1 75 by end of year 2 140 by end of year 3

The Welfare Reform Act received Royal Assent on 8th March 2012 and paved the way for the biggest shake up in welfare for over 60 years, resulting in fundamental changes to the way in which benefits are allocated and administered. The biggest change has been the introduction of Universal Credit which replaces six means tested benefits and limits the total amount of benefit a person can claim. Universal Credit is underpinned by a number of concepts and is a 'game changer' for those claiming benefits.

RSLs have identified that these changes are of major significance. Failure to pay rent has a negative impact, not only on the resources required to chase non-payment, but also results in staff who could be pro-actively providing services otherwise, having to reactively pursue the debts.

A national survey by Citizens Advice indicates that 92% of households do not currently have all the necessary skills to navigate the Universal Credit system and changes. Of the vulnerable clients surveyed

- 73% were not able to keep track of their money on a monthly basis.
- 77% were not able to manage changes in the money they received.
- 52% did not use an account to pay priority bills on time.
- 81% needed help to keep up-to-date (IT access and skills).
- 66% needed help to get on-line to manage a Universal Credit account

The current national and local finance figures indicate high levels of indebtedness; particularly of priority debts (debts with serious consequences). Priority debts are:-

- Rent arrears (up to 30% in some areas of Cornwall) - potential homelessness
- Council tax arrears - bailiffs and potential imprisonment
- Utility debts - lack of heating and lighting
- Magistrates court fines - potential imprisonment

A debt sample of 77 households in Cornwall identified an average debt of over £13,000.

77 Households including Lone Parents, Couples with children and Couples. Of this sample 23 households (30%) have rent arrears

Average Monthly Income	£1,600
Average Rent Arrears (23HH)	£1,100
Average Priority Debts	£2,904
Average Non Priority Debts	£10,108
Average Total Debts	£13,011
Average Available Monthly Income to pay creditors	£26.40
Years to repay the debt after interest is frozen	41

Three food banks in Cornwall surveyed 3,206 people being supported by the food banks (1,837 adults, 1,369 children). The main factor effecting their need was financial as follows:

Crisis Type	Adults	Children	Total	%
Benefit Changes	285	202	487	18%
Benefit Delays	421	297	718	27%
Debt	201	146	347	13%
Delayed Wages	25	13	38	1%
Low Income	556	494	1,050	40%
Finance Related Total	1,488	1,152	2,640	100%

All the evidence suggest that poor financial health will affect the majority of the participants in this project and that with the change to Universal Credit there will be a large demand for improving financial management skills.

We expect at least half the participants (420) to be receiving advice on debt and with a significant number to be receiving training to improve their financial literacy and hence get better control over their finances.

Improved family relationships

Project Outcome: Improved family relationships for those on the Together for Families programme

Indicator of Change	Timescale
1. Self assessment tool completed to evidence improvement of family relationship	50 by end of year 1 100 by end of year 2 by end of year 3

The Cornwall phase two Together for Families Needs Assessment identifies the following:

*Local and national research evidences the powerfully **negative impact on families of the “toxic trio”** of domestic abuse, substance use (parental and child) and mental/emotional health. We can predict **very high prevalence** of these issues within the Phase Two cohort.*

We have brought together partners who can engage with and support individuals suffering from domestic violence (Twelve's, Skoodhya), substance use (Addaction) and mental/emotional health (Pentreath) so we are in a good position to support those identified through the Together for Families programme.

The Tff Phase 2 Needs Assessment also identified that there were just over 4,050 families in Cornwall meeting the criteria with just over 2,700 families likely to receive an intervention from the programme. This is estimated to be 750 eligible in Atlantic and Moor with approximately 500 receiving interventions. We believe that with the agreement for shared Key Workers with the Tff programme we can improve family relationships for at least 165 families.

Improved mental and physical health

Project Outcome: Improved mental & physical health	
Indicator of Change	Timescale
1. Participants will report being more physically active	25 by end of year 1 50 by end of year 2 80 by end of year 3
2. Participants will report coping better with physical and mental health conditions by managing their conditions more effectively	25 by end of year 1 50 by end of year 2 80 by end of year 3
3. Participants will attend a mental health awareness course	50 by end of year 1 75 by end of year 2 165 by end of year 3

Evidence and experience indicates that mental ill health will be the single biggest health issue for participants. Mental health and wellbeing contributes to every aspect of a person's life:

- 1 in 10 children and young people suffer from a diagnosable mental health disorder (approximately 6,500 young people in Cornwall);
- More than 1 in 5 families with a child under 3 in Cornwall & IoS have 1 or more parents with a mental health issue. A Health Visitor Audit identified 3,082 families in which mental health is an issue making up 22% of the total number of families surveyed
- Mental ill health has a widespread and increasing impact on levels of long term unemployment; mental health is the main reason for half of health-related benefit claimants being out of work in the worst performing neighbourhoods in Cornwall;
- 6,630 young people aged between 5 and 16 have a mental health disorder (estimate from 2012).

There is also an increase in obesity leading to diabetes. Diabetes is currently costing 10% of the NHS budget and with current trends estimated to rise to 17% over the next 25 years. Exercise is good for improving physical and mental wellbeing. We have a range of Partners

who are able to encourage and support participants to become more physically active and take control of their wellbeing.

In our previous projects for the economically inactive and unemployed, between 31% and 57% of participants acknowledged long term physical or mental ill health. An outcome of 165 (22%) for this project is achievable.

Increased confidence in work seeking skills

Project Outcome: Increased confidence in work seeking skills	
Indicator of Change	Timescale
1. Self assessment tool completed to evidence an increase in work seeking skills	100 by end of year 1 300 by end of year 2 600 by end of year 3

When working with individuals who are out of work, often the biggest barrier is lack of self confidence. An example of this is evident in the co-design work we commissioned from substance misusers to investigate employer attitudes (see Doc 9). The substance misusers were convinced that the biggest barrier was their substance misuse and were surprised to find that employers were consistently more concerned about skills and capacity to do the job. Participants need to be supported to recognise that it is often their own lack of confidence that is one of the biggest barriers.

All participants will be supported to be more confident in seeking work with two thirds self assessing an improvement.

Progress Tracking

Our tools and methods for tracking progress towards outcomes are the same as that used for tracking outputs and results. However this is reproduced here for completeness.

All indicators of change and outcomes will be recorded on our MIS called 'Tracker'. The section on Systems and Procedures describes how we will collect and report information ensuring its quality. The Project Resources section demonstrates that we have a team of

experienced Administrators that now have substantial and specialist knowledge of ESF projects and the associated contractual audit requirements. Here we describe how the information is used.

Each month the indicators of change and outcomes will be compiled into a monthly Partner Output Summary with data downloaded from 'Tracker'. This will record these against each Partners target and for the project as a whole . Annex gI shows an example of a report for a previous project.

This Partner Output Summary is at the heart of monitoring of the progress of the project. It is shared with all project Partners and stakeholders and reviewed at the following meetings.

- CEO and Contract Manager monthly Project Review meeting
- Quarterly Partner Operation Group meetings
- Individual Partner Monitoring visits.

With this regular monthly monitoring of indicators and outcomes against targets we are able to take prompt action if individual Partners and/or the project is falling behind schedule.

i) Project Delivery

In the development of this project in 2015 we surveyed our Partners (c. 100 organisations) as to whether they wanted the us to lead bids in the new ESF Big Lottery, SFA and DWP calls. All but one responded positively. So we have worked with Partners, the target group and stakeholders to develop a delivery model to meet the needs of economically inactive and unemployed adults across Atlantic and Moor in response to the BBO Project Outline.

We have a policy that we do not deliver services directly but only through our Partners. Partners and stakeholders have consistently identified this as a strength as it enables us to act independently and access the best provision. We will maintain the policy for this project.

In section d) - Learning and Evidence we described how we have developed our delivery models over the years in collaboration with Partners, participants and stakeholders and taking into account project evaluations. The same delivery model is not necessarily appropriate for all projects. The main determining factor is to design a model that delivers the best outcome for the participants and/or organisations that the project aims to benefit. However, we also have to consider how the outputs, results and outcomes required by the funder and the payment model (actual or payment by outcome) affects the partnership structure.

Options for Delivery

For this project, based on our previous experience, we considered the following two main options.

- 1. Partner Model.** In this model each Partner is allocated a number of outputs, results and outcomes. For example to engage 100 adults with mental ill health and support 15 to gain employment. With the allocation of outputs is an allocation of funding to the Partner to cover all activity. The participant will receive support and only have access to services that the Partner provides. Our experience is that access to other services is likely to be very limited.
- 2. Key Worker Model.** In this model Key Workers are 'recruited' to the project and the Key Worker and their host Partner is allocated a number of outputs, results and outcomes. Key Workers work together and access services for participants from across the whole partnership. There is funding allocated to the host to cover the Key Worker costs. We retain the funding to cover the other spot purchase provision for the participant from a wider range of Partners, including the Partner that hosts the Key Worker, called the End to End Partner.

Our work with stakeholders and Partners has identified that there is a wider range of other funded services available for the participants. We have also considered the degree to which we would combine this project's activity with those of these other services. At one level it clearly seems beneficial to have as wide a range of services available as possible. However there are issues around co-ordination to consider, such as the risk of double funding. Our experience is that if this process is not well co-ordinated, managed and information shared, it can lead to a poor experience for participants. Some examples of this are the need for learners to repeat their personal information several times, having to complete multiple assessment activities and repeat the same activities. Therefore we considered the two following options

- 1. A 'silo mentality' approach.** There is no integration of services but instead a clear separation and little sharing of information. Participants may have to repeat activities or disclose personal information several times. Partner staff do not support the same participant with two separately funded programmes at the same time. There is a clearer contractual Agreement between us and the Partner.
- 2. An integrated approach.** Services are joined up in a way that a participant can receive support from this project and other services from the same person/Partner. For example the same Key Worker could be

supporting a participant both through this project and the Cornwall Council Together for Families programme simultaneously negating the need to disclose personal information several times and repeat activities. There is a need to ensure that the Agreement with the Partners ensures that there is no double funding or duplication of services.

In Annex i1 we compare the benefits and risks of all of these options. They are considered in terms of the benefits and risk to the participants and the risk to the management and delivery of the project, bearing in mind this must be ESF compliant.

Upon considering the risks and benefits, we decided to implement the '**Key Worker Model**'. Whilst there is the risk that vulnerable participants can sometimes find it difficult to access services in different organisations where the consistency of support is not available, it was nevertheless decided that this was outweighed by the benefits of having access to the wider diversity of services our Partners can offer. It leads to more individualised programmes and the job description for the Key Worker ensures that they will provide the consistent high quality support for the participant through their journey. We have the experience to manage Partners with different roles and types of Agreement in the same project.

We also decided that it was in the benefit of the participant that we have an '**Integrated**' approach as it provides more joined up services. We are confident that our experience in managing ESF and other projects in partnership over many years enables us to manage and co-ordinate effectively to ensure both project and ESF compliance.

How we will deliver the services

Project Start Up

Annex i2 is a Gantt chart showing our start up schedule, beginning as soon as we are notified by BLF.

1. The first month comprises any agreement clarification with BBO and with Partners, finalising the project handbook and drawing up the Partner Agreement.

2. In the second month we have a series of start up meetings and workshops for Partners staff who are already in post. Recruitment of new staff will take place this month as well.
3. In the third month the first participants will be engaged on the project. This will be limited to the Key Workers and Partners with whom we have worked over many years and have extensive experience in ESF. The participant group will be established.
4. In the fourth month a second round of start up meetings and workshops will be held for the newly recruited staff.

The first engagement with participants for some Key Workers will be in month 3 but it will be month 5 when all Key Workers are active and the project is fully operational.

Project Management

Annex i3 shows the project delivery governance structure. We will be responsible to BLF for delivering the project but we will be supported by Partners and participants in the following ways

1. We will support Partners through one-to-one meetings, e-mails and telephone on a regular basis. However we will support them more formally through the following groups
 - ✓ Key Worker Group. Key Workers will come together to review cases and co-ordinate activity
 - ✓ Best Practice Group. These will be used to share best practice amongst Partners and stakeholders.
 - ✓ Partner Administrators Group. This will meet quarterly so that Partner administrators can discuss evidence and audit requirements.

Quotes from Partners on the Administrator Group

"I find the project updates useful in order to see the bigger picture of the projects" Bethany, CMN

"I like the project update information and I also find the meeting a good opportunity to talk to other administrators" Emily, DPN

"I find the project update useful and like the breakout group discussions" Jacky, Integer

2. The project will be monitored by an Operation Group and Participant Group. These will monitor progress towards targets and make recommendations to us to improve delivery.
3. The Steering Group (Atlantic and Moor CLLD Exec Group) will identify priorities for delivery in the area and ensure linkages with other related activity, notably CLLD and Leader.

The project will be managed by one of our Contract Managers. They will report to the CEO and be supported by a team of administrators.

Annex i4 shows a timeline of the project management of tasks including all meetings, Partner monitoring and evaluations. These are explained in more detail in k) - Monitoring and

Quotes from Partners on the effectiveness of our communication methods

“I found the set up admin meeting invaluable and would like this for any new projects I am part of. I feel the LP are very patient and I’m happy with everything” Cherry, PSLA

“I am very happy with the communication with the LP, you are always knowledgeable and happy to help” Richard, Cornwall Chamber of Commerce

“I am happy with the communication with the LP, I know I can call with any questions, and I am happy with this arrangement” Gill, NfET

Evaluation and i)- Systems & Procedures.

What Activities and Services we will deliver

The project will be delivered through the following four activities

- Activity 1: Engagement, assessment and planning
- Activity 2: Support of soft skills
- Activity 3: Employability and employment
- Activity 4: Post employment support

All participants will be allocated a Key Worker who will be from one of our specialist Partners and have specialist knowledge i.e. mental ill health, care leaver, housing etc. The Key Worker will be responsible for Activity 1, the assessment and planning, co-producing the participant's journey and then supporting them throughout their journey. There will be a graduated 'pick and mix' offer as they progress through Activities 2, 3 and 4 accessing the wide range of support services and activities available in the project from all the Partners. Annex i5 lists examples of some of these support services that are available from our Partners.

Annex i6 shows an example of how 3 participants might travel through the project accessing different services on their journey.

The activities are designed to progress participants towards achieving the project's results and outcomes. Annex i7 shows this linkage.

The area is rural with a few small market towns. We and our Partners have extensive experience of operating in the area and employ a number of strategies for tackling rural isolation. These are:

- **Delivery in communities of place and need - outreach.** Activities will be delivered using a mix of delivery at Community Hubs which will be developed using the partners own premises and using community venues which are located in rural areas i.e. Fifteen Cornwall, Watergate Bay, The New Life Centre, Bude, Callington Town Hall, Shire House, Bodmin, Millpool Centre, Millpool, W

Looe

- **Delivery on Registered Social Housing Estates.** Our Partner RSLs already have in place schedules of activities that will take place on the estates where they have stock. They have learnt that this is the most effective ways of engaging with their residents. We will add value to these activities through this project.
- **Delivery in the home.** Many of our Partners provide face to face services and support in the home as a means of engagement and first steps.
- **Support to access transport.** This support could be financial; we have allocated funds for travel and transport or support by our Key Workers reading bus or train timetables for those that cannot understand them. They will also support individuals to access transport by making journeys with participants until they feel confident enough to do this on their own.
- **Online approaches.** We will employ on-line support where appropriate.

Annex i8 shows a map with delivery locations.

j) Involving Participants

The way we design and deliver our activities is a continually evolving process involving our participants and representatives of communities of both need and place. Whilst we deliver through a series of specific time limited projects our aim is to continuously improve our services and their effectiveness over the long term. So rather than design a project, delivery it; then design another project and deliver it, etc etc we see them as a continuum where each projects learns from, and builds upon, the previous and other related projects. So whilst there has been involvement from participants and communities specifically related to this project, the involvement of participants and communities in previous and related projects has had the greatest influenced on the design of this project. Our Voice and Influence policy sets the framework under which we operate Annex j1.

We will describe how communities and participants have influenced this project so far and will then describe how they will be involved in the management, delivery and evaluation in the lifetime of the project.

Community involvement

Community involvement is in two parts - communities of need and communities of place.

Communities of need are represented and involved in the design and running through our specialist VCSE Partners. They champion the causes of specific communities of needs both within our partnership and through wider lobbying. They also deliver services. These include:

Service	Partner
Mental ill health	Pentreath
Substance misuse	Addaction
Visual impairment	Action for Blind
Domestic violence, rape and sexual abuse	Skoodhya, Twelve's
Physical disability	Employability Cornwall, Enable
Care leavers	Carefree
Offenders	Safer Stronger Consortium
Young parents	Pre School Learning Alliance
Learning difficulty and disability	United Response, Cornwall Dyslexia Assoc.

We also have Partners who are embedded in their local communities who are able to articulate the needs of their local community to ensure that the services we provide reflect that need. In this project these include:

Area	Partner
Social Housing Estates	Cornwall Neighbourhoods for Change, Ocean Housing, Cornwall Housing Ltd
Newquay and Enterprise Zone	Newquay for Excellence Training (Chair of Newquay Regeneration Forum sits on A&M LAG and a member of the Town Planning Committee)
Bude	Integer Training (Integer Academy and Agencies CiC)
Bodmin	ECCABI
Rural communities	Cornwall Rural Community Charity
Natural environment	Earth Health

A number of these organisations have been Partners in many of our previous projects and been part of the design of our delivery for up to 10 years. However they have also had a direct influence in both the stage 1 and stage 2 application through many events. The following are some of the key meetings held but does not include the many one-to-one, e-mail and telephone communications carried out on a daily basis.

Meetings	Partners	Dates
Partner development	All Partners	2015: 14 Apr, 23 Jun, 10 Dec, 31 Jul, 28 Sep, 4 Nov, 2016: 16 Jun
Key Worker Group	KW Partners	2016 12 Jul, 17 Aug
Social housing	Residential Social Landlords	2016: 30 Jun, 14 Jul, 22 Jul
Mental Ill health delivery group	Pentreath	2016: 5 Jul, 12 Jul
Sustainable Development	Earth Health	12 Jul 2016
Strategic links	Cornwall Council - various including Tff, Data Sharing, Commissioning Academy	2015: 9 Nov, 2016: 9 Sep, 27 Sep, 18 Oct
Marketing & Communication	VSF, Pirate FM	2015: 20 Jun, 2016: 12 Jul, 3 Aug, 4 Aug, 24 Aug, 28 Sep
CLLD Working Group	CDC	9 Nov 2015, 23 Jun 2016

Individual involvement

Involving participants is at the heart of all of our current projects and as a partnership we recognise that this is crucial to meeting needs and addressing the barriers they face. Participation in design, delivery and management does not just take place in one forum. It is important to recognise that participants are diverse and no single group can reflect the views of all participants. Their input and influence on our projects is therefore through a number of different mechanisms as follows.

- Participant Groups
- Task and Finish activities
- Individual participant feedback
- Employees from target groups
- Quality assurance process

The following provides further detail on how these work in practice and inform this project.

Participant Group

Over the last year we have had significant development in how the voice of young people is heard and influences our activity through our delivery of youth services for Cornwall Council called 'Your Way'. This experience is being built upon in our services for adults and forms the basis for how a Participant Group will operate in

this project.

We currently operate three young people's Reference Groups in West, mid and East Cornwall that meet regularly to influence delivery of services in their local area. Young people have renamed them "Youth Voice" groups and take a lead on how these groups function, deciding what works best for them in terms of timing and content of those meetings, what they should discuss and how they influence change within their local community. The groups are facilitated by Participation Workers.

An example of one important area that the Youth Voice groups have influenced is the Person Specification for the Key Worker role. These were incorporated into the Person Specification along with other lessons learned from our Freestyle Key Worker Pilot and 180 delivery model and input from Partners and stakeholders working with young people from various backgrounds and with complex needs (see section i) Project Delivery).

We will use a similar structure for adults, rather than re-designing what is already working well. We will set up a Participation Group for this project supported by a Participant Champion to be appointed from within the partnership.

To ensure the Participant Group reflects the diversity of participants in the project we will work with specialist Partners and RSLs who themselves have participant groups, (e.g. residents associations) to co-ordinate meetings and activities.

The Participation Group will sit alongside the project Operation Group and will be the means by which participants are involved in the delivery and evaluation of the project. Representatives from the Participation Group will attend the Operations Group meeting where they can input to the management of the project as well. Part of each Operations Group meeting will address a specific topic, jointly agreed by participants and Partners. The Participant Champion would facilitate this session to ensure all attendees were able to participate and contribute fully.

Task and Finish Activities

There will be times when the project needs to address specific issues. We know from our work with young people on Your Way that they particularly value being involved where there is a clear purpose and timeframe. Through using participation techniques such as Learn to Lead we have been able to work with groups to carry out particular pieces of work and improve provision for various groups. There are several examples of this taking place in Your Way via the Participation Workers and Youth Voice Groups as well as using social media, for example the naming and brand design for Your Way and the selection of rewards available through our time banking service.

The following shows another piece of work co-produced with adult participants, this time working with Addaction which has a DAAT contract to support recovering addicts.

Addaction Co-Production Work

Two pilot projects are have been running in 2016 to understand and improve services and outcomes for adults suffering or recovering from substance misuse. Both pilots have been undertaken by a core of service users facilitated by 2 experienced trainers and support workers.

In the first project the group looked at what the key characteristics of a activities designed to progress substance misusers towards employment would look like. The key findings of their work are as follows:

- An initial 'hook' is important in order to draw people in.
- Promoting back-to-work activities can be a particular barrier for this group, so focusing instead on general learning and progression is far more effective.
- Confidence and wellbeing support is important in the early stages, and provides a solid foundation for participants to decide for themselves that more challenging input is needed.
- Offering choice and input should be a continuing feature of all programmes. Not only does this ensure that individual needs can be met, it also fosters feelings of ownership and commitment to the programme.
- Meaningful activity offers very tangible opportunities for participants to feel useful and more able to make other positive changes in their lives.
- Cohort mix needs to be considered – for example, some participants only want to work with people who are fully abstinent but equally we need to be able to provide appropriate services for those who are not.
- Outside of the common ground of a history of substance misuse, participants are likely to have a wide range of issues and needs. On-going access to 1:1 support and appropriate signposting to other support services is essential.

Addaction Co-Production Work continued...

In the second pilot the group worked to devise a method of gathering 50 employer views on employing people with substance misuse and addiction history in order to better understand employer perceptions of employing an ex-addict. The results surprised and encouraged the group in that they found employers less concerned about prospective employees history than they had always assumed - in their own summary they reported:

Whilst past history may have an effect on future employment these responses show that delegates preconceptions may play a larger role in the "barriers to work" argument than first thought. Or as one service user put it....

"In a way, we have proved ourselves wrong.....which is right."

The report is available at Doc 9.

Individual participant feedback

Whilst the Participation Group and Task & Finish Groups are important ways in which individuals influence the project, the feedback that individual participants provide is also a very valuable way in which they can influence the project.

We require Partners to collect feedback from all participants and then provide us with evidence that they review this regularly and implement changes to delivery where appropriate. In addition, as a result of the best practice we have learnt through Your Way we will introduce a "Have We Helped?" questionnaire that, as well as recording any positive outcomes from the projects, allows individuals to make suggestions for improvements. The format of the questionnaire is tailored to the way an individual is accessing the activities.

This feedback will be used collectively to improve provision. For an example Pentreath have drastically changed the timing and length of both programmes and sessions for their clients who suffer from mental ill health as a direct result of feedback from their clients with regards to the side effects of medication.

The feedback will also be used on an individual basis in discussion between the Key Worker and a participant. In this way the feedback will empower the participant to influence and make change to their own journey and progress towards goals.

Individuals will work with the Key Workers to identify Stories of Significant Change (Annex j2). These will be reported to monitor and evaluate impact.

Employees from target groups

It is common for a number of Partners who work with particular target groups to employ people who have been service users/clients. This is so they are able to personally recognise the difficulties an individual may be facing and offer support tailored to those needs based on their own experiences. They also influence and change the way the organisation provides its services and enable Partners to act as robust champions for their participants. Partners do this as part of their organisational philosophy, for an example 35% of the workforce at Pentreath are from their client group (mental ill health), 30% of Carefree staff are care experienced. However, we also facilitate and support our Partners in this through our projects. For example we have done this through the recruitment of Apprentices and volunteers for our Your Way project and care experienced mentors to support care leavers.

Case Study

Our 'Your Way' Project

Your Way employs four apprentices, three on a youth work apprenticeship and one Communications and Marketing apprentice. In addition 25% of all volunteers delivering Your Way services will be under 25, whether that is youth groups in communities or providing advice and guidance or being a mentor. These Apprentices are funded by our 16-18 Apprenticeship contract with the SFA and the training element delivered by one of our Partners, Penwith Community Development Trust. This shows the benefit of the wide partnership and how we can bring other contracts and resources to support our projects.

The communications Apprentice, Keira, is employed to use a broad range of marketing activities to engage primarily young people but also parents/carers and wider stakeholders. Part of Keira's role involves carrying out market research and so lessons learned through her work will apply when carrying out targeted promotion to young people for the BBO activity. Keira also carried out a Twitter poll with young people to choose the name for our BBO Stage 2 Youth application – Shape Your Way!

Case Study

Carefree Peer Mentoring

We funded Carefree to run a peer mentoring project in 2015, where two people with experience of care (Tina and Kerryanne) were employed as mentors to support young people aged 16-19 years who were in care or just leaving care. Those individuals continue to be employed by Carefree beyond the end of the peer mentoring project, one is training to be a social worker and currently works on our contract with Cornwall Council for the 16+ Personal Advisor service.

Quality Assurance

Participant involvement is core to our Quality Assurance process. As well as providing feedback to the Partner supporting them, participants are able to play an active role in the Quality Assurance process. The following example shows how participants took a lead in designing, testing and implementing processes for evaluating our Partners' understanding of the needs of vulnerable groups via 'mystery shopping'.

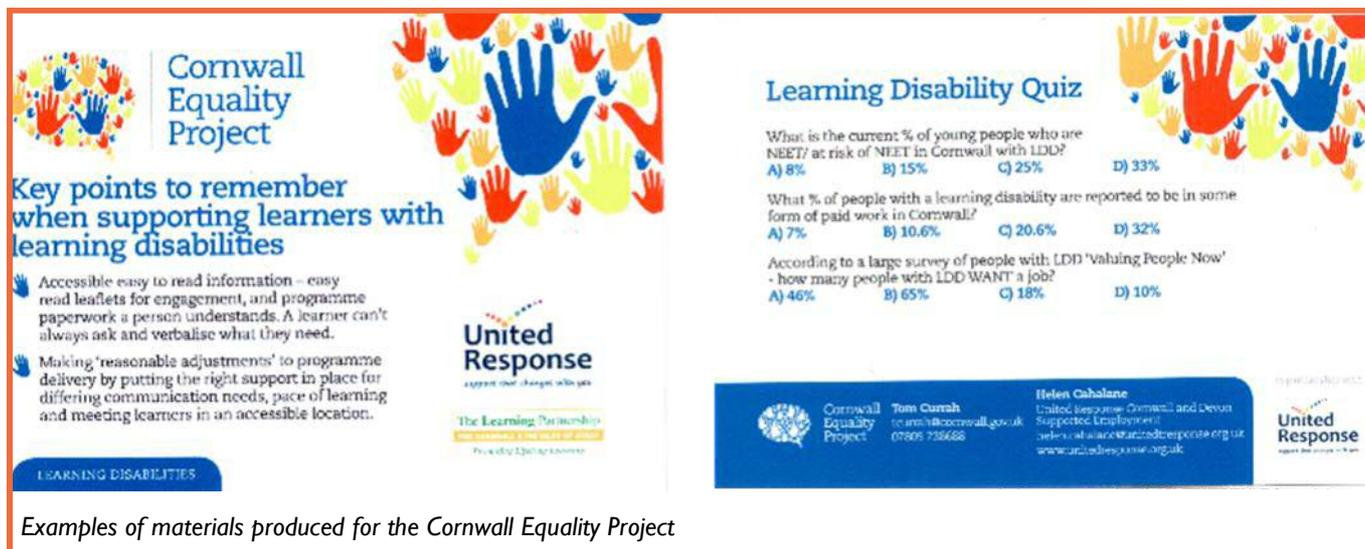
Case Study

Cornwall Equality Project

In 2015 we delivered the Cornwall Equality Project in partnership with Pentreath Ltd, Carefree and United Response. The aim of this pilot project was to increase the qualification success rate and progression rates in our SFA contracts for learners coming from a vulnerable background and/or with protected characteristics as it was recognised that their success rates fell below those of other learners. The method to support this goal involved co-producing "Best Practice Toolkits" to practically support Partners to improve outcomes for people across three target groups (Care Leavers, those with LDD and those suffering mental ill health) and embedding sustainable good practice with our Partners going forward.

A set of mentors/consultants were recruited from the relevant target groups and using their own background and unique perspective they looked at IAG, induction and assessment processes and designed and tested a variety of toolkits with our Partners offering constructive feedback during the process. Funding only allowed us to work with a small percentage of our Partners but we will continue supporting Partners using these methods in this project, particularly thinking about unemployed individuals acting as mystery shoppers to evaluate Partners' responsiveness to specialist needs.

They also developed material to raise awareness of the disadvantage that these groups face.



The final report on the Cornwall Equality Project can be found at Doc 7.

We use a Quality Calendar for Partners (further detail in section k) Monitoring and Evaluation) which involves both self-assessment and reporting. The tasks within the Quality Calendar are tailored to the activities delivered in each of our projects, for example the SFA mainstream Quality Calendar places much more emphasis on timely success rates than the Your Way Quality Calendar which looks at individuals' goals and soft outcomes. An example of a Quality Calendar can be seen at Annex j3. Key roles for unemployed adults in evaluating provision will be:

- acting as mystery shoppers to evaluate Partners' responsiveness to needs
- providing on-going feedback on the service they receive
- participation in the Participation Group
- making contributions to stories of 'Significant Change'

Participant and Community Involvement in this Project

We have listened to individual's views on how they could influence the management of their project. They have told us that they do want to take a leadership role, be involved in steering groups and the overall project management to understand how the funding is spent. The following is feedback from two young people's reference groups on how and on what basis they would like to participate in the management of projects:

- Would come if they 'had transport paid, food there and included in time banking time'
- Wanted local groups
- Wanted to 'choose people to come and not be chucked off if they didn't come every time'
- Suggested that there is a core group of young people who remain involved in the development and management of programmes, i.e. join a steering group. Timing is important, evenings preferable. The agenda should be agreed by young people and adults (professionals and community members)
- Young people want roles and expectations to be clear, so everyone can work on an equal footing. Emphasis on 'team' and 'working together'
- Young people wanted to be able to shape the 'offer' for young people. They felt part of their role would be to consult with wider young people to ensure that the project was meeting what young people felt they needed. Part of their role would be ongoing evaluation of the project (s) and quality checking
- Want to be "Co-production Champions" to make sure new young people are continually encouraged to be involved in co-production processes at all levels
- Young people discussed their own communities and the difficulties of getting involved / being heard within their communities. There was consensus among young people that if they were supported they would become active within their communities

We believe these results have validity for this project but will be retested before the start of the project as part of the post submission development work.

The following summarises how participants and communities will be involved:

Participants

All individuals in the Participant Group, including the most vulnerable will be supported by the Participants Champion so that they are confident about making their personal contribution to the improvement of the programme . We will ensure contribution's are genuine and valued and that views are listened to by reviewing how effective that contribution has been through the Participation Group.

Project Level	Participant Involvement	Role and Responsibility
Delivery	Participation Group	Quarterly review of delivery activity and progress against targets. Recommend improvements and changes to delivery to address areas of concern.
	Task and Finish Group	Set up by Operation and Participant groups to address specific issues and propose actions.
	Individual participant feedback	Used by Key Workers to co-produce the participants journey through the project. Completion of 'Have we Helped? questionnaire.
	Employees from target group	Advise Partners on delivery to facilitate continuous improvement.
Evaluation	Participant Group	To assist in commissioning formative and summative evaluations. To manage and deliver aspects of the evaluation such as mystery shopper with support from Participants Champion to facilitate participant input.
	Individual participants	Developing Stories of Significant Change with Key Worker which will feed into evaluations.
	Employees from target group	Provide input to formative and summative evaluations of the project through questionnaires, face to face interviews and focus groups.
Management	Operation Group	Representation of participants from Participation Group. Will review progress of project quarterly and make recommendations on allocation of resources.
	Participation Group	Responsible for nominating individuals to attend the Operation Group and advising Operation Group of the participant view.

Communities

Communities are mainly represented through our specialist and place based VCSE partners. They not only deliver services but act as champions for their community and ensure that the project has the flexibility of delivery to ensure all groups can access the programme. The Strategic Operation Group is the Atlantic and Moor Executive Group, that which is responsible also for the CLLD and Leader activity in Atlantic and Moor.

Project Level	Community Involvement	Role and Responsibility
Delivery	Operation Group	Partners representing communities of need and place review performance and delivery to ensure their 'community' is getting maximum benefit and impact from the project. Recommend improvements and changes.
	Best Practice Groups	Partners representing communities of need and place can share and disseminate good practice in working with their target group. For example sharing best practice on working with individuals with mental ill health, substance misuse, offenders etc.
Evaluation	Strategic Group	Establish aims and objectives of evaluations.
	Operation Group	Partners representing various 'communities' on the project facilitating access to information for evaluations.
	Key Worker Group	Selecting Stories of Significant Change that will go into evaluations to evidence impact.
Management	Strategic Group	Communities participate in Strategic Group that ensures good strategic linkages with other activity and programmes in the area.
	Operation Group	Partners representing 'communities' involved in Operation Group which reviews project progress quarterly and proposes and approves change to the project to ensure it achieves its aims and targets.

Information and guidance for Partners will be included in the Project Handbook (Doc 8).

Case Study

Partner: WILD

The WILD Young Parents Project has been honoured with a prestigious Queen's



Award for its outstanding contribution to the community and its benefit to others. Two Project Workers, accompanied by two young parents, attended the Buckingham Palace Garden Party.

WILD received a certificate signed by the Queen and an exclusive commemorative crystal which was presented by Her Majesty's representative the Lord Lieutenant, Lady Mary Holborow, during a special ceremony at the Redruth Children's Centre.

k) Monitoring & Evaluation

The aims of our monitoring and evaluation plan are to:

1. improve provision during the lifetime of the project to achieve the best results and impact for individuals, families and communities
2. share best practice within the partnership and avoid pitfalls, not only to inform this activity but across all our existing and future activity
3. share best practice and pitfalls with other stakeholders, particularly public sector commissioners to inform and influence future strategy and activity

The resources involved are summarised as follows:

Organisation	Role	Resource
Lead Organisation	Direction and outward communication with Steering Group and BLF. Summative evaluation	CEO and Contract Manager LPCo Director
Partners	Collection of case studies and participant feedback.	Key Workers
Participants	Stories of Significant Change, feedback via documentation and Key Worker; contribution to Participation Group.	Individuals
Cornwall Voluntary Sector Forum (CVSF)	Co-ordination, information gathering and review.	Communications Officer and CEO

We achieve these aims through both **formative** and **summative** evaluative activity. The **formative** is carried out on an ongoing basis i.e. we use project information to improve the way the project is run. The **summative** makes judgements about the activity at its conclusion. This project will have 2 interim evaluations and 1 final evaluation.

Formative Evaluation

This is primarily performed internally and this approach is based on best practice and our previous experiences of delivering partnership projects that meet local strategy. We collect data and information on performance in a number of different ways. This is detailed in the Project Handbook. These data and information are then reviewed as appropriate and actions taken to improve the project as a result.

The follow data and information are gathered:

- Outputs, Outcomes & Results from our MIS, Tracker - our MIS and internal controls have

successfully supported us through several ESF Article 13 and Article 16 audits with no errors identified (see section L - systems and Procedures).

- Individual Participant feedback through Key Workers
- Partner quarterly narrative reports
- Significant Change Stories and Have we Helped questionnaires from participants facilitated by Key Workers (see section j Involving Participants)
- Partner monitoring visits by the Contract Manager
- Delivery quality through quality monitoring visits

These are compiled into the following key reports:

- Partner Summary Report produced monthly that reports on progress of outputs, outcomes and results against targets for all Partners and the project.
- Quarterly Narrative Report which has a

summary of the progress and targets but also includes a detailed narrative of individual Partner and project performance including Stories of Significant Change.

- Project Summary Report is a brief summary of the project (Annex k1 - Example from previous project)
- Diversity Report shows project outputs, outcomes and results by target group (Annex k2 - Example from previous project)

The data, information and reports are then reviewed by the following:

The **Operation Group** where all Partners and Participant Group representatives meet quarterly to review project progress. They will have copies of the Partner Summary, Quarterly Narrative and Diversity Reports and will review progress and make recommendations on actions necessary to ensure that the project is delivering successfully. (Annex k3 shows an example of an Operation Group agenda and presentation)

The **Participant Group** where representatives of participants will meet quarterly. They will also have access to the Partner Summary, Quarterly Narrative and Diversity Reports. With the Group facilitator they will identify specific areas or issues to address and recommend changes and improvement to address the issues.

Our Contract Manager (CM) and CEO will meet monthly in a **Project Review** meeting. This will review all aspects of the project looking at all information relating to the project including project and Partner performance, quality, safeguarding, health & safety and complaints (Annex k4 - Example of notes of PR meeting). This is where the CM can make the CEO aware of all issues relating to the project. The **Senior Management Team (SMT)** and **Directors** meetings both have a standing item on project progress.

The **Strategic Group** will receive the Project Summary Report (Annex k1) and will identify strategic linkages in the areas, particularly with the CLLD activity and advise on the allocation of resources to particular communities in the area. e.g. highlighting a need for more activity in Bude.

Where it is identified that improvements are needed in the project, that can be agreed in the above meetings. Alternatively if more intensive work is needed to find appropriate changes this can be done in specifically commissioned Partner 'best practice' groups and/or participant 'task & finish' groups.

Our experience tells us that projects of this nature require regular management and adjustment in order to ensure that they remain focussed on achieving aims, objectives and targets, and the above mechanism provides an effective means of achieving this. It also enables us to identify any potentially significant issues and address these at an early stage.

Summative Evaluation

The main summative evaluation will be the final project evaluation. This will be carried out independently. In addition there will be two smaller interim evaluations at the end of years 1 and 2. These will follow the same methodology, build upon each other and include the information used for the formative evaluation, together with additional work with the participants and communities.

The Strategic Group, Participant Group and Operations Group will all be involved in setting the requirements for the evaluation. This will be agreed in the first 6 months. The main objectives will be to:

- Review the project's outputs, results and outcomes and compare with targets, benchmarking where appropriate.
- Assess the impact on individuals and communities with a particular focus on long term impact.
- Assess the counterfactual situation; i.e. would the impacts still have been achieved in the absence of the project.
- Identify aspects of the project that have been particularly effective, as well as those that were less effective, and the lessons learned from this to improve future projects.
- How effectively has provision aligned with

other provision including strategic partnerships/linkages between ESF projects and other funding.

- Identify areas of improvement from a process and delivery perspective that will be useful for future projects.

The tools that will be used are as follows:

- Desk research of the information provided by the project. This will be principally the Quarterly Narrative Reports and output, outcome and results information.
- On line surveys of participants, Partners and stakeholders.
- Face to face interviews with participants, Partners and stakeholders.
- Focus groups with participants and community organisations.
- Mystery shopper organised by participant group.

Part of addressing the counterfactual situation is to assess what would have happened if the project hadn't taken place; in order to do this a baseline must be set that can be used as a benchmark. However if we wish to do this for those who gain employment as a result of this project there is no simple baseline. There are many other types of support available other than this project. Annex k5 lists a range of different types of provision available and identifies into jobs success rates varying from 7.7% to 58.5% depending upon the provision. In addition the background of the individual is likely to be different for each provision and different to that for this project making comparison very difficult.

However, we believe that we can work towards addressing this through our Partners and stakeholders. Our specialist Partners who are working with the target group over the long term will be able to assess the impact on individuals by comparing those that are on the project with those that are not. We will use the self assessment tool to collect information on those that are on the project and those who are not and compare the results. We will also work with stakeholders such as JCP who have access to data on jobseekers and Cornwall Council who

deliver the Together for Families programme, to see if it is possible to set up comparisons. This will require careful work and will be completed in the first 6 months

Operation

A timeline showing the timing of all the data collection, reporting, group meetings and evaluation milestones is shown in Annex i4 - Project Management Gantt chart. It is also detailed in the Project Handbook.

The Contract Manager will be responsible for ensuring that both the formative and summative evaluations are completed to schedule. The evaluations will be independent and carried out by the CEO of one of our non beneficiary delivery Partners, the Cornwall Voluntary Sector Forum. We have commissioned many independent external evaluations in the past, and whilst they have invariably been positive we have frequently found them lacking in depth and understanding. They have often been unable to identify the important strengths and areas for improvement. In a former role as an independent consultant CEO Ian Smith undertook an evaluation of the ESF Raising Aspirations programme, which was operated by Cornwall Neighbourhoods for Change and contract managed by Combined Universities of Cornwall. Whilst working for CVSF, Ian undertook the evaluation of the Big Lottery Advice Service Transition programme (BLAST), which was funded by the Big Lottery Fund and managed by ECCABI. Ian follows the methodology of the Charities Evaluation Service. A fuller profile of CVSF and Ian is attached at Annex k6. Ian will work alongside us for the duration of the projects.

Sharing of learning and evaluation

The learning and evaluation will be shared through the following mechanisms. A more detailed description of the information, who it is shared with, responsibility and the time scale is detailed in Annex k7.

- Operation Group
- Participant Group
- Steering Group
- Best Practice Workshops

- Communications and press release
- Newsletter
- Formative evaluation report
- Summative evaluation report

We are conscious that all information has to be accessible, particularly to the participants. Action for Blind people will help us ensure accessible for the visually impaired and United Response for those with a Learning Difficulty or Disability. United Response operate an Easy Read translation service to convert documentation into a suitable format for those with LDD (see section r Marketing & Communications Annex r I – Easy Read Flyer)

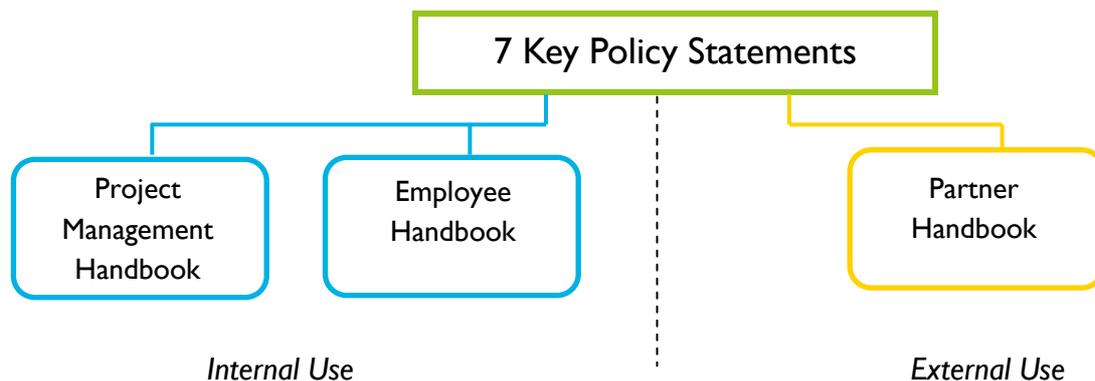
I) Systems and Procedures

Our experience of ESF projects spans 15 years, over which time we have moved from lots of small projects with a few Partners to fewer, big projects with dozens of Partners. We have managed 27 such partnership projects (mostly several at once, at one time as many as 7), managing total funds of £49m and the records and evidence of over 41,000 participants. Our staff are fully dedicated to managing ESF projects and our systems and procedures are now well developed, evidenced by the fact that we have passed all ESF Article 13 and Article 16 audits with 0 errors. We foresee no issues for us in managing the requirements of the ESF; we are well aware of the challenges this can present and confident that our systems and procedure are able to do so effectively and that we have the management experience and flexible staff team to be agile in our response to any new challenges which present themselves.

We recognise that in the past all of our large partnership projects have been funded through the co-finance model with the Skills Funding Authority, and we need to make some changes to ensure the same level of monitoring, control and risk reduction with the BLF actual cost model.

Procedure Handbooks

In anticipation of this, we have devoted some time to revising our processes and procedures into a suite of handbooks which set these out.



Seven broad policy statements govern all our work:

- Complaints
- Data Protection
- Equality & Diversity
- Health & Safety
- Quality
- Safeguarding
- Sustainable Development

The Employee Handbook sets out the terms and conditions of employment, including Health and Safety, travel claim, leave entitlement etc.

There are 2 project specific handbooks. The internal Project Management Handbook sets out in detail the procedures to be followed by our staff (Doc 8); the Partner Handbook is an

external document for project Partners (Doc 8) which clearly sets out the processes and procedures they must follow in delivering in the project.

Many parts of this Partner Handbook will be BLF documents provided in the BBO handbook, i.e. evidence requirements, eligible costs table and pro forma templates, overlaid with additional explanation or clarification relevant to our Partners role in the project. The handbook contains information to support all Partner functions, e.g. Administrators, Project Managers, Key Workers. It also includes sections on Marketing & Publicity branding guidelines, the project Sustainable Development Policy & Plan and the project Gender Equality and Equal Opportunities Policy & Plan. The Partner Project Handbook is an Appendix to the Partner Agreement.

Management Information System

We have an existing Managing Information System (MIS) which is supplied by The Data Group and is tailored to our ESF projects. This system is called 'Tracker'.

We have been using 'Tracker' for over 9 years to collect, manage and report information about 30,000 participants in 12 ESF projects. We have worked effectively with The Data Group to develop and improve the system to meet our requirements and those of our funders. Tracker currently allows us to enter data collected about the participants and their background as well as the activities they undertake, dates for start, completion, progressions etc.

Tracker is an internet based system which means that all our Partners are able to gain security protected access to the information held on the system about the participants they work with – this in effect means that they do not have to make investments themselves in software or tracking systems, they can use Tracker as their tool to do this.

Now that we have more detail on what the information collection and reporting requirements are for the BBO ESF projects, we know that some tailoring of our existing system will be required to enable efficient, accurate and effective information collection, data management and reporting. In addition to the data 'Tracker' is already able to store and report upon, for BBO we will need to store information about the beneficiary as well as other project related outcomes and results information such as milestones and indicators of change. We have also discussed with our supplier the possibility of a document management function for the collection and storage of items of evidence relating to beneficiaries.

We are confident in the Tracker system and that The Data Group can modify it to meet our requirements for this project (having already had this done in different rounds of ESF). We have used some of the BLF development funding to start work with our supplier to commission these modifications to be made and fully tested and ready for use by February 2017.

Communication with Partners

We have a variety of ways in which we communicate to Partners about the project:

- ✓ The Partner Agreement will clearly set out funding allocations, budgets, targets and profiles for Partners. It will also include the names of the person managing delivery within the Partner organisations.
- ✓ Project Handbook – see above
- ✓ There will be a start-up meeting at the beginning of the project which will include all Partners and which will reiterate the project aims, targets and outcomes, Partner responsibilities, claims and monitoring processes. (Annex i2)
- ✓ Operations Group meetings will follow thereafter on a quarterly cycle, involving the project managers from all Partners. Project performance including progress against targets and outcomes, priority groups, milestones, indicators of change, gender equality and equal opportunities measures and sustainable development measures are discussed with Partners as well as other issues. At these meetings best practice will also be shared to ensure the partnership works together well. These meetings will also incorporate feedback from the participant user groups and any directions from the steering group.
- ✓ Administrators Meetings take place quarterly involving administrators from all Partners. This forum will address issues such as evidence, reporting, data quality, timeliness, accuracy, consistency and will also include interactive sessions to share best practice.
- ✓ Best Practice Groups will ensure that Partners are aware of other funded provision and how linkages can be made. The list of subjects will include those identified in the Sustainable Development Action Plan and the Gender Equality & Equal Opportunities Action Plan, plus Marketing & Communications, IAG, as a minimum.
- ✓ I:I Monitoring Visits will take place with individual End to End Partners, twice a year by a) Contract Manager and b) Administrator. These will address both performance and

quality. Our staff will spot check participant feedback, defrayal and ESF publicity, safeguarding records, equality & diversity records, health & safety records and discuss participant progress rates, delivery model issues, financial changes, staff changes and any concerns.

- ✓ Quality Monitoring Visits will be undertaken at least annually to check the quality of delivery is good and according to what has been agreed with the Partner.
- ✓ Website Partners have password protected access to our website and will have access to the sections for this BBO project. Here we will up-load the Project Handbook, agenda and minutes of meetings, presentations from meetings and other useful documents.
- ✓ Quarterly Reports (i.e. Project Progress Report) will be sent to all project Partners at the same time as they are sent to BLF.

Information Collection

The CM will be supported by an experienced administration team who check evidence (Nicola Wotton), quality assurance (Jane Blyth), contract compliance (Natasha Downing) and finance (Sue Baker).

Checking & Recording

Partners

As part of our due diligence we record and check a range of information about our Partners to ensure their capacity and capability, including:

- ✓ Health & Safety policy & procedures
- ✓ Safeguarding policy & procedures
- ✓ Recruitment policy & procedures
- ✓ Insurance policy
- ✓ CVs of tutors
- ✓ Staff DBS checks
- ✓ Records of our monitoring visits and 1:1 meetings

This information is stored electronically and our Partner Database logs dates of documents to enable us to request up-dates. This database is maintained by our Quality Administrator. Following each monthly claim, a Claim Summary

Sheet will show Partner expenditure against direct staff costs, equipment, venue hire, indirect costs headings. This will be monitored against Partner budgets, which are detailed by quarter. Partners will be paid quarterly in advance and budgets reviewed and, if necessary, revised at the end of each quarter.

Participants

Participant eligibility will be checked. If confirmed, participant file documents will undergo a number of checks, including:

- ✓ All required sections have been completed
- ✓ All have signatures and dates where required and dates are correct relative to activity and other dates in other pieces of evidence
- ✓ Activity undertaken matches that in the participant plan (or there is some explanation if not)

Following check and verification of evidence, participant data will be entered into our MIS (Tracker) by our project administrators directly from the Participant File documents. We will not require Partners to complete the Participant Monitoring Sheet (your Annex I) themselves. From experience we know that this will probably contain numerous small errors which, in resources terms, will take a lot of time in going back and forth with Partners to have this corrected. We consider it a more efficient process to have Partners spend their time on getting the Participant File documents correctly completed then have our own staff record the information on 'Tracker'. We will then use the information from 'Tracker' to complete the Participant Monitoring Sheet.

Recording on 'Tracker' also enables us to run a range of additional up-to-date reports at any time on participants, their progress, characteristics, project progress against targets etc. Entering the data onto 'Tracker' will also be an additional check that all data is completed and makes sense and ensure accuracy and consistency of recording. Following data entry, reports will be run to check for errors. In the past most of our ESF projects have been co-funded by the Skills Funding Agency whose method of reporting requires the up-lifting of data through a secure portal. Especially in later

years, most of the unit payments were triggered by data which meant it was vital to have good quality, clean data all through the life of the project, not just at project end and this is the standard to which we work.

Actual Costs

At project start, a detailed briefing for administration and finance staff from all Partners on actual cost claims will reinforce guidance from BBO and contained in the Project Handbook, especially evidence and eligibility of costs. All Partners will complete a Financial Monitoring spreadsheet which we will check to ensure all items listed are eligible expenditure. This having been established, the supporting evidence will undergo a number of checks which will include:

- ✓ Items featured in original budget e.g. staff listed, items of equipment listed
- ✓ Items featured have not been paid for on any previous claims
- ✓ No individuals items of equipment cost more than £1,000
- ✓ Appropriate apportionment has been calculated and applied
- ✓ Defrayal
- ✓ Costs which relate to delivery (e.g. venue costs) have some participants having done associated activity (at that venue)
- ✓ Participant expenses relate to activity featured in Participant File documents and is not activity delivered by other funds (i.e. no double funding)
- ✓ All staff claims are supported by timesheets
- ✓ All staff expenses cross refer to staff timesheets

Following check and verification of evidence and removal of any ineligible claims or unsupported by valid evidence, Partner claims will be input onto the project spreadsheet (your Annex O). Their individual annotated spreadsheets will be returned to Partners for their records.

Security

All claims and scanned evidence will be submitted by Partners. We are reviewing our method for the transmission of evidence to ensure a sufficient level of security for financial documents. Although we believe we are currently meeting our obligations under the Data

Protection Act, as part of our preparations for the delivery of this project in 2017, we are reviewing all our data security and working closely with our MIS provider (The Data Group) on this issue.

We will file claims information and evidence on our main server which is backed up on a daily basis. Information is filed by Partner and participant name and all our staff have access to this. All our staff have DBS checks in recognition of the fact that they have access to the personal details of vulnerable adults /young people. None of this evidence is copied onto laptops and removed from the office. The Contract Manager will have access to our main server via our VPN when out on Partner monitoring visits.

‘Tracker’ is a web-based secure system, to which Partners all have security protected read only access to the information about their participants. They can run reports from ‘Tracker’ at any time. In this way we provide Partners with a tool to monitor details of participants and evidence. ‘Tracker’ security is looked after by our service provider The Data Group.

Data Quality

Our MIS Supervisor (Natasha Downing) has been working almost exclusively on ESF projects for over 8 years; the core of her day-to-day work has involved (for ESF projects) receiving and checking data and evidence and inputting on our MIS system, generating management reports, reconciling data and sending claims to the funding authorities implementing and developing systems for managing data about individuals and their development journey and achievements. She has been involved in Article 13 and 16 audits of 11 projects which have resulted in 0 errors - a testimony to the effectiveness of our staff and processes which thoroughly check information received from our Partners for eligibility and validity of evidence before we make a claim to the funders.

We have a reputation with our Partners of being very strict gatekeepers but supportive in helping Partners to get things right. It is a principle of ours to do this to manage risk to our funders, ourselves and our Partners. Each month we

advise each Partner of their error percentage figure, which is an average of their data submission error rate across all projects as a quantitative way of reflecting to them the quality of their submissions. Issues are addressed with Partners through email, telephone calls, visits and the quarterly Administrators Group meetings.

Reporting

Partners will submit supporting evidence (i.e. participant documents and financial documents) via secure method on a monthly basis according to published deadlines. Although we as Lead Organisation will be reporting to the BLF on a quarterly basis, experience tells us that requiring Partners to submit participant information and financial claims to us on a monthly basis will be the best way to ensure we have an accurate and up-to-date picture of activity. This puts the Contract Manager in the best position to review performance and take any necessary action early where performance and/or expenditure is deviating from forecast, to prevent this impacting on overall project performance.

We will ask Partners to give us a narrative report quarterly using an adapted version of the BLF Annex B/C Project Progress Report. This will provide us with information for the Contract Manager to use in conjunction with the data from the monthly reported participant and expenditure claims in order to manage both Partner and overall project performance, as well as providing background information for the Contract Manager to write the overall Project Progress Report.

Distribution of Funding

We will be replicating as closely as possible the BLF advanced payment and reconciliation system. At the start of the project we will pay Partners an up-front sum matching their first quarter financial forecast. Going forward, we will pay Partners monthly in advance with a reconciliation of actual against forecast taking place quarterly. A single BACs payment is made to each Partner covering their 'earnings' for all projects in which they are our Partner. The day before payment is made, Partners are emailed a Remittance Advice Note which sets out the amounts for each project which make up the whole amount (example attached at Annex II)

Performance Management

We will have a Contract Manager (Louisa Jenkins) responsible for the project and ensuring activities are delivered in line with the contract. As part of project start up, the CEO and Contract Manager (CM) will agree the project budget and this will be set up by the Finance Officer on receipt of request form signed in authorisation by the CEO and the CM.

Each month a report on overall project expenditure and targets, (which also show individual Partner performance) will be supplied to the Contract Manager. This information will then be reviewed and discussed with the CEO in the monthly project review meeting (which is minuted - Annex k4). All areas of the project are reviewed, including strategic linkages, project performance against targets, activities, forecasting, audit and budgets. Partner monitoring visit reports are reviewed, issues discussed and actions agreed. Any concerns raised by the administrative team about Partners will also be discussed here. We work well with our funders to agree actions to address any performance issues.

Resulting actions might be the viring of targets between Partners, e.g. from a poor performing Partner to a high performing partner, the suspension of payments (which may for example be implemented where a Partner is incurring expenditure without any evidence of participant progress) or trigger a Partner visit where concerns are raised for the first time. Partners will be formally visited four times a year (more often where necessary) and these visits are fully documented and include improvement action plans.

Participant Groups who will feedback on specific issues, fulfil an important role in providing us with ongoing user feedback and evaluation.

The CEO and CM will meet with all key stakeholders on a regular basis to ensure that the project is always adding value to other funding and that any changes can be reflected in project delivery. These stakeholders include JCP, Cornwall Council, Skills Funding Agency contract holders, Talent Match contract holders, and National Careers Service and those delivering other BBO projects. The CLLD will act as the project steering group at the direction level.

m) Gender Equality & Equal Opportunities

This partnership is committed to providing services to all participants in a way which enables and promotes equality of opportunity for all, including those with protected characteristics. Our project specific Policy on this is attached as an Annex m1. We aim to ensure that by our actions we enable all participants to have the same chance of achievement and success.

Our actions are embedded into the delivery of this project and this is set out in the attached Gender Equality & Equal Opportunities Action Plan (Annex m2) which also sets out the information we will gather and how we will monitor it to track progress against our overall aims of achieving impact for participants. Also described in the action plan is the work we have already done to integrate our approach into every aspect of our project delivery.

Understanding needs and challenges

We have selected End to End Partners who have considerable experience of working with these client groups and a deep understanding of what keeps them socially excluded and prevents them from moving forward. We are harnessing this experience through Partner involvement in the development of the policy and action plan, the appointment of an Equalities Champion for this cross-cutting theme from within the partnership and the use of a Task & Finish Group of Partners to develop certain elements of the action plan and best practice groups to share experience and success.

Finding out about the project

We have considered this element of equality and addressed it in our Gender Equality & Equal Opportunities Action Plan (Annex m2), which includes a section on Marketing. We will ensure the publicity materials for the project includes visual images which demonstrate diversity so that people feel that services are for them. We will ensure that communication about the project is understandable and accessible by using the United Response Easy Read Service (see Annex r1), using language which reflects local populations, we will ensure that a variety of different media are used to publicise the project and that the information is in different formats appropriate for access by people with disabilities.

Case Study

Cornwall Equalities Project

In 2015 we won funding through the Equality Challenge Unit to run a project in Cornwall the aim of which was to:

- Develop and establish a set of mentors/consultants from the target groups care leavers, LDD and mental ill health
- Improve the IAG, induction and assessment process
- Embed sustainable good practice into provider provision
- Spread the good practice across the providers in Cornwall & IoS

As part of the project we developed 3 tools to support delivery Partners to improve their engagement and support of learners in these target groups. The tools were:

1. Self assessment review and responsive report
2. Mystery shopper process, questionnaire and trial report
3. Beneficiary questionnaire.

The tools were co-produced with users from the 3 target groups, trialled with the target groups, reports on the trials written and 2 best practice sharing workshops were held to disseminate the learning. One of the main conclusions of the work was that best practice for these specific groups is best practice for all participants and these tools could be used by Partners to give a better experience and better outcomes for all

Overcoming the barriers of the hardest to reach

Through the experience of our Partners, we have the knowledge of how to help the hardest to reach people overcome their frequently multiple and complex barriers to move forward in their life. These are detailed in the table in our section f) Project Participants. We have made sure that we have covered a wide spectrum by

working with new Partners for the first time, for example Action for the Blind, Cornwall Dyslexia Association, Prosperity Matters and Disability Cornwall and IoS. Within the project budget we have allocated funding to paying for identity documents

As part of the work Key Workers will do to help participants to co-design their own action plan, their barriers to participation will be identified and plans tailored to enable these to be met.

Accessing the project activities

Project activities will be delivered in a range of locations to ensure they are accessible both geographically (i.e. locally) and physically (i.e. ramps, hearing loops etc). Delivery may be in groups or on a 1:1 basis as required by the individual and at times to suit individuals (e.g. during school hours for mums and dads). Equipment will be provided to meet individual need and we have some specialist Partners who can advise other Partners about this, for example Action for the Blind can advise BF Adventure on what special requirements a blind participant will have. Knowledge and understanding of different types of need will be shared amongst the partnership through Best Practice Groups.

Equalities and Project Management

We will appoint an Equalities Champion who will write the project Equality Impact Assessment and be responsible for reviewing this and the Action Plan. Individual Partners will also have an Equality Lead to ensure policy and procedure is

embedded in the delivery of their organisation and to work with the project Equality Champion. There will be best practice workshops for Partners and the Equality Champion will be responsible for supporting Partners to develop their services whilst meeting the project policy. Participant Groups will also be asked to discuss and give their feedback on equality issues and these will be fed back to us to work with the Equality Champion on how to effect improvements amongst the delivery Partners.

Policy, Process & Procedure

We have developed a Gender Equality & Equal Opportunities Policy for this project (Annex m1) which is accompanied by a Gender Equality & Equal Opportunities Action Plan (Annex m2). In addition there will be a Partner Project Handbook (Doc 8) which sets out procedure.

The Equalities Champion will be responsible for reviewing the Equality Impact Assessment and the Gender Equality & Equal Opportunities Action Plan. Data will be collected from Partners on an on-going basis by us and analysed against the project targets and Action Plan by the Equalities Champion, and required actions will be written into the Action Plan and addressed by us working with the Equality Champion. This cross cutting theme will be a standing item on the Operations Group meeting agenda at which progress will be reported and necessary action discussed and agreed.

Case Study - Lone Parent

Partner: Cornwall Adult Education Service

Philip worked with computers for 14 years, but is currently unemployed. He wanted to find work in a school as the hours fitted around being single parent. Philip needed to gain a relevant qualification to complement his IT experience, so undertook a Level 2 award in Support Work in Schools qualification, which helped him to secure employment.

Learner's evaluation at completion of learning aim

Inclusion into how a school works and how to best support children. Being enrolled on the course led to a job as a T.A in a local primary school.

Learner's signature:  Date: 29.1.15

Case Study - Supporting Learners with LDD

Partner: United Response

David had been unemployed for three years, and lacked confidence. He had been employed in several short term jobs in retail, but found that they lacked support.

David had lots of strengths and qualities, but he found it hard to recognise how his transferrable skills related to jobs outside the retail sector. He said *“As the learner, I felt that the project is valuable because, it helps the unemployed person to regain a sense of confidence and identity. It was designed to help in acquiring skills that can be put on a CV. By its nature the activities also helps people improve their social interaction skills. I am now considering a wider range of careers including administrative ones.”*

Getting one to one support meant that David felt able to express his frustrations and gain trust in the guidance given. Having more confidence and with a positive approach he applied for a UR Consultants post and secured a role as a UR Work Club Peer Mentor and Easy Read Translator for Issue 6 of the national Easy News publication. He also became involved in the ‘What does Work’ video project.

David helps with the administration for our service, and through continued support from our Job Coach, David was able to progress to a mainstream funded Traineeship through PLUS.

During this time, David heard about a role as a UR Consultant for Business for a Political Correspondent working on the national ‘Every Vote Counts’ project (facilitating involvement of people with learning disabilities in taking up their vote for the election). David secured the position and undertook this role alongside his traineeship. He visited the Houses of Parliament, interviewed MP’s and wrote reports for the election in easy read format. <http://www.unitedresponse.org.uk/political-correspondent>.

As a result of the support provided, David now works alongside other professionals to promote the work of United Response and is involved in national campaigns. He is also involved in the Cornwall Equality Project, an ESF funded project that evaluates the experiences of people with LDD whilst undertaking training with providers delivering in Cornwall.

n) Sustainable Development

"The late Rudi Dornbusch, the great economist said, "Things take longer to happen than you think they will, and then they happen much faster than you thought they could." I really think that's where we are"

Al Gore TED Talk on Climate Change, Feb 2016

We and our Partners have been supporting behaviour change to halt climate warming and led on actions for social justice across Cornwall and IoS for over 15 years. We embrace here not just sustainable development but also concepts of education for sustainable development and global citizenship (ESDGC) to reflect best practice in teaching across the UK.

Identifying Opportunities for sustainable development

We are fortunate that for some of our Partners their whole raison d'etre is to be 'part of the solution' on climate change with managers qualified in relevant subjects. We have Partners who have won awards in the Cornwall Sustainability Awards, members and associates of Institute for Environmental Management and Assessment. These particular Partners have been invited to help the whole partnership understand its' duties and what changes in practise need to be made. To build on the good work which is already happening amongst the partnership we will establish activity plans with each Partner which will enrich our Action Plan. We have also done desk-top research and attended the Teacher Education for Equity and Sustainability 2016 Conference. Further explained in our Action Plan. (Annex n2).

"Both of our Managers have Environmental Resource Management (BSC(Hons). We all work with Sustainable Development at the forefront of our thoughts, and is carried out by all members of staff."

Newquay Community Orchard

Project Design and sustainable development

We have appointed a Sustainable Development (SD) Champion for the project from amongst our Partners. We have planned that the SD

Champion will have an important role in working with both ourselves and the Partners in ensuring that this cross-cutting theme is not only embedded into delivery but also measured and monitored. They will also lead on making training available to Partners and sharing knowledge and expertise through Best Practice groups. The Sustainable Development Champion will work with a Task and Finish group of members who have particular strengths in sustainability to develop and test benchmarking and monitoring tools, best practice sharing and policy development.

Our selection of Partners has included those embedded in the local community and therefore sustainable in terms of travelling as well as ongoing support beyond the life of this project. See section 2 of our Action Plan.

Supporting staff in sustainable development

Partner staff will be supported on the subject of sustainable development by the Sustainable Development Champion. Individual Partners will have their own sustainable development lead who will ensure policy and procedure is embedded in the delivery of their organisation and to work with the Sustainable Development Champion. There will be Best Practice Groups for Partners and the Sustainable Development Champion will be responsible for supporting Partners by signposting towards guidance and other areas of expertise within the partnership. Further explained in section 3 of our Action Plan.

Measure, Monitor & Review

The following list references how the partnership will monitor and record activities across the partnership over the duration of the project and how Partners, participants, volunteers and staff will be involved.

We will collect feedback from Partners and participants about the plan and activities. This document and the Action Plan will be 'living'. Partners will be involved in regular reviews checking quantitative data and collecting stories. Progress will be shared across the whole partnership as per the Marketing & Communications Plan.

Specific outputs will include some of the following:

- Sustainable Development policy
- Sustainable Development action plan
- Senior endorsement and reviews of the policy and plan and revision history
- Evidence that staff, participants and Partners are aware of the policy and plan and have received appropriate training and support, along with opportunities to provide feedback
- Research into best practice
- Research and methodology to produce project baselines, objectives and targets
- Activity records, documentation and materials
- Monitoring data to demonstrate progress against objectives and targets across the whole project (both those set by the Big Lottery Fund and project owned)
- Remedial plans, issue logs, lessons learnt and risk registers to demonstrate remedial action undertaken
- Case studies, materials and good practice examples to be shared internally among partnership and externally via Sustainability Exchange (sustainabilityexchange.ac.uk)

Policy, Process & Procedure

We commit to ensuring compliance of this projects' Sustainable Development policy and concomitant Action Plan across all the Partners leadership and management. The Project Sustainable Development Policy (attached at Annex n1) will be part of the Partner Agreement and as such signed up to be all Partners. It will be confirmed at the project start-up stage and reviewed at least annually although we anticipate there may be more frequent reviews and minor adaptations as the policy becomes embedded into the practise of all the Partners day to day activities. We acknowledge our practise relates to not only what we do within our organisations and among our staff but also what we teach and what our learners absorb by the example we set.

This will require Partners to ensure all their staff, volunteers and participants are included in the delivery of the Action Plan (attached as Annex n2 and n3) and outputs are measured and recorded.

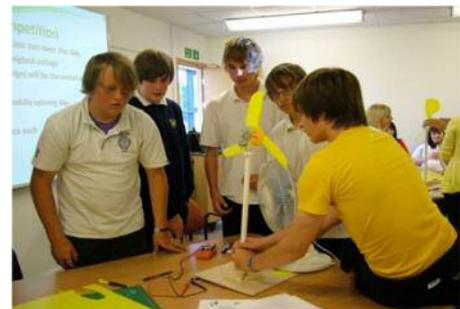
We commit to ensuring all Partners are kept up-to-date with progress of the partnership as a whole in meeting the targets set in the Action Plan against key sustainable development objectives and targets. This will require regular feedback along existing, established and effective lines of communication.

Case Study

Bright Green - hands on learning about wind generated electricity

Supported by our Key Sectors project the Bright Green event highlighted career pathways into sectors such as renewable energy technologies and green construction, environmental planning, ecology and conservation.

Over 120 young people from Cornish schools took part in a day of hands-on activities.



Our Policy and Action Plan includes how we can reach into the various syllabuses of learning delivered by our Partners to make sure this cross cutting theme is appreciated regardless of subject.

The reach of this policy overlaps other policies. This includes the work of the Partnership regarding local social capital under the Social Value Act 2013. We would therefore continue to support self esteem, well being and mental health, neighbourhood and community pride, active citizens, health via nature and improve opportunities for all our beneficiaries and delivery staff.

It is accepted most of the work of the partnership supports the values outlined under 'Economic' and 'Social' above. Therefore the Action Plan focuses largely on the 'Environmental' aspects of delivery while still referencing existing related policy and practise across all 3 areas.

A fuller explanation is given in section 5 of our Action Plan.

“We have 19 core learning centres, meaning we are never that far away, and we outreach in hundreds of venues, through Family Learning and through our Workplace Learning team.”

Cornwall Council Adult Education

Dryson, R (2015) '*Student Attitudes towards and skills for Sustainable Development*' and '*Employer Attitudes towards and skills for Sustainable Development*', NUS commissioned by Higher Education Academy

o) Project Resources

The Partnership is wide and overall will involve more than 115 staff from CEOs to Administrators and Tutors in 56 organisations (See Annex o1 Project Staff List). The Partnership Structure Diagram (Annex c1) shows all the posts which will be involved in the delivery of our project. 73 % of the posts are existing staff and 27% are to be recruited. Where we have specified full or part time in the summary tables within this section and associated annexes, we are referring to the terms of contracts of employment. This is not necessarily what they will be spending on this particular project.

The following narrative will explain how the people delivering the project will be recruited, inducted and managed. We have addressed this in 5 groupings:

1. Lead Organisation staff
2. Theme Champion staff

3. End to End Partner staff
4. Spot Purchase Partner staff
5. Evaluation staff

1. Lead Organisation

The Learning Partnership Company is a company limited by guarantee and is governed by a Board of Directors comprising executives from Partner organisations and independents with relevant experience. A full profile can be found at Annex o2. The Board meets every 6 weeks. Standing items on the agenda are Contract Performance and Finances, Quality, Safeguarding, Prevent and Health & Safety. Initiatives which the Board have driven on in recent years include: greater leadership in Safeguarding and Prevent, expansion of membership, broadening of Company remit to be wider than just education.

Our team (see table below) is very experienced in the delivery of large ESF Partnership projects.

Post/Job Role	Name	Full/Part Time	Years in Post
CEO	Andrew Green	Full time	15
Senior Contract Manager/Quality Manager	Louisa Jenkins	Part time	12
General Manager/Senior Contract Manager	Priscilla Samuel	Full time	13
MIS Supervisor	Natasha Downing	Full time	8
Contracts Administrator	To be recruited	Part time	n/a
Project Administrator	Nicola Wotton	Full time	4
Claims Clerk	To be recruited	Part time	n/a
Quality Administrator	Jane Blyth	Full time	4
Finance Officer/Company Secretary	Sue Baker	Full time	11

All management staff are in place. Only additional administrators will be recruited; the numbers of these will depend on how many of our four BBO applications is successful. Our recruitment procedure is described in our Employee Handbook (Doc 8). We are an Equal Opportunities Employer. All staff are DBS checked. Staff induction programmes include project appropriate sessions. It is not expected that staff will require any specific training.

The Organisation Structure Diagram (Annex b6) shows our staff structure and line management.

New staff will be line managed by a member of the current team (Priscilla Samuel) and supervised on a day-to-day basis by the MIS Supervisor.

The Senior Management Team (SMT) comprises the CEO, Andrew Green, and two Senior Contract Managers, Priscilla Samuel and Louisa Jenkins, who together have 25 years of experience of working for the company, managing ESF partnership projects. The same SMT has managed Objective One and Convergence projects as well being responsible

at the Ofsted inspections in 2007 and 2016. Professional biographies of these members of staff are expanded at Annex o3.

The Contract Manager (CM) will be responsible for the project overall and ensuring activities and expenditure are in line with the contract. The CM is supported by an experienced administrative team that does evidence checking, quality assurance, contract compliance and finance.

Contact with Partners is frequent through a range of methods, e.g. Operation Group meetings, email, telephone calls, ad-hoc meetings to discuss delivery. In addition all End to End Partners will be formally visited at least twice a year for a full performance review, and more often where necessary. These visits are fully documented and logged on our Partner quality assurance database.

The CM will meet monthly with the CEO for a project review meeting which is minuted. All areas of the project are reviewed including strategic linkages, project performance against targets, activities, forecasting, audit & budgets and individual Partner performance. Partner visit reports are reviewed, issues discussed & actions

2. Theme Champions

Some elements of the project delivery will be lead by our specialist partners:

- a. *Participant Involvement.* A job description will be drawn up for a Participant Worker whose role will be to support the Participant Group and ensure that the learner voice is represented throughout project delivery and development.
- b. *Volunteering* will be led by Volunteer Cornwall who will advise on best practice re volunteer job descriptions and agreements, recruitment, induction, training and supervision, advice on supporting volunteer host organisations and offering volunteer management training.
- c. *Employment* will be led by the Cornwall Chamber of Commerce. They will use their existing communications to engage with businesses and encourage them to engage in

supporting future employees through mock interviews, Meet the Employer events and work tasters and identifying job opportunities.

- d. *Gender Equality & Equal Opportunities* – We will draw up a job description for this role and appoint an appropriate person from one of the Partners to lead on this theme and drive and monitor the implementation of our plan.
- e. *Sustainable Development* – this will be lead by Jane Acton from Nature Workshops. Jane is an experienced ethnobotanist who has been working on this theme with us throughout the project development stage to create the project Sustainable Development policy and plan in consultation with other Partners who have special expertise or experience of this theme.
- f. *Marketing & Communications* – will be lead by The Cornwall Voluntary Sector Forum (CVSF) which held the BBO Programme Development Fund in Cornwall. They have a small team including an experienced Communications Manager. They also have other resources which can be useful to the project including a website which can host a shell project website for this project and a web-based meetings and events organiser software package. The CVSF is at the heart of the VCS in Cornwall and is ideally placed to promote the work of the voluntary sector to local communities, strategic organisations and the media.

Our Contract Manager will work closely with these Champions to ensure progress is according to plan and budget and that reports are available for the project Steering Group, Operations Group and Big Lottery Fund. Communication will be via email, telephone call and face to face meetings as we are all local to each other.

3. End to End Partners

There are 15 Partners in this project fulfilling this role. Collectively 52 staff are already in post and 28 will be recruited. The staff posts are summarised in the table below:

Post/Job Role	Existing	New	Full Time	P/T
Senior Manager	11	0	8	3
Other Manager	13	2	8	7
Key Worker	8	5	8	5
Co-ordinator	2	2	2	2
Administrator	11	9	6	14
Advisor	1	4	3	2
Tutor	6	6	0	12

A job description for the Key Worker role and the hosting organisation have been drawn up (see section e - Strategic Context Annex e2) by a working group of Partners experienced in working in this way. This has been done to ensure that we have a standard approach which delivers a quality service to participants. Key Workers will meet quarterly as a group with the Contract Manager. Selection of the Key Worker host organisations was via application in response to a specification issued to all project Partners. Organisations were selected and some have been put on a reserve list as they need additional support from us before they can take on this role.

Where Key Workers are not already in place or other staff within these Partners need to be recruited for the project, they will be recruited via the local press, Facebook campaign and publicity of the vacancies amongst the education and voluntary sector community. Job Descriptions for posts to be recruited will be supplied to the Big Lottery Fund together with drafts of advertisements. Copies of Partner recruitment policies and procedures will be obtained by us and checked to ensure they comply with Equal Opportunities legislation and Safer Recruitment practices.

Volunteers are used by many of the Partners in roles such as peer mentoring and support, supervision of tasks, demonstrating how to use resources, teaching assistants, translation, transport, administration, and maintenance of facilities. These Partners have set procedures in place to recruit, train and manage the volunteers

(not dissimilar to paid staff) which includes safer recruitment, job description and volunteering agreements, induction to organisational standards, policies and procedures, and regular supervision (in many cases by a dedicated Volunteer Co-ordinator) to ensure the volunteers placement is contributing both to their personal needs and the needs of the Partner organisation, with set goals and targets.

Should any Partner's capacity to deliver be affected by a shortage of volunteers, the flexibility of our partnership arrangements allows us to manage the impact on the overall project delivery by moving allocations and budgets to other Partners (see Section I Systems and Procedures).

All staff will undergo induction training according to the policy and procedure laid down by the employing organisation and this will include all statutory items such as Health & Safety, Safeguarding and Prevent duties, organisational policies and procedures, line management as well as role specific induction. During induction any training requirements will be identified and a plan made to meet these. The Partner Project Handbook will be provided as a resource for work on this project and staff will attend project meetings such as Key Worker Group, Operations Group or Partner Administrators meeting, as relevant to their role.

The partnership staff/volunteers are a good reflection of the clients they serve. Some examples are explained in the table below:

Partner	Role	Characteristic
Access Training	Trainer	Chronic disability
Addaction (support for recovering addicts)	Volunteers & staff	Ex-service users or those with experience of the issues faced by service users
BF Adventure	Staff and volunteers	Ex offenders, or have previously had mental health illness, have learning disability, are LGBT or former service users.
Carefree (care leavers support)	Trainee youth or social workers; Board of Directors	30% of staff are care experienced
Employability Cornwall	Staff	33% have long term disability
Pentreath Industries (mental ill health)	Staff	35% with current or past mental health illness and former service users
United Response	Consultants. Contribute to many aspects of URs work both in the office and at outside events.	Learning difficulties, learning disabilities, Aspergers or Autism

4. Spot Purchase Partners

There are 41 Partners fulfilling this role in this project. The way they have been selected is described in Section c) Partnership Summary. As well as the line management of staff within each of the separate Partner organisations, we have the following relationships with Partner staff:

- Our Contract Manager with Partner Manager via telephone and email communication, quarterly narrative reports, 1:1 monitoring visits, communal Operations Group meetings and best practice workshops (described fully in Section i Project Delivery).
- Our Administration team with Partner Administrators via email, telephone and bulletin communications plus 1:1 monitoring visits and quarterly Partner Administrator Group meetings (described fully in Section I Systems & Procedures).

5. Evaluation

Cornwall Voluntary Sector Forum (CVSF) has been included in the partnership for the role they will perform not only as the Theme Champion for Marketing & Communications but also for the role they will have in evaluating the project.

The CVSF has much experience in delivering

strategic roles in EU funded projects and this is described in more detail in section k Monitoring and Evaluation Annex k6.

The co-ordination of the collection of information for the evaluation will be done by the CVSFs Communications Manager, Bernard Allen who will also be leading on the Marketing & Communications for the project; there is considerable overlap in this work.

The CEO of the CVSF, Ian Smith will be responsible for writing the evaluation reports. In a former role as an independent consultant CEO Ian Smith undertook an evaluation of the ESF Raising Aspirations programme, which was operated by Cornwall Neighbourhoods for Change and contract managed by Combined Universities of Cornwall..

Working for VSF, Ian undertook the evaluation of the Big Lottery Advice Service Transition programme (BLAST), which was funded by the Big Lottery Fund and managed by ECCABI. Ian follows the methodology of the Charities Evaluation Service. Further professional biographical information on Ian Smith is contained in section k Monitoring and Evaluation Annex k6.

Working with employers

As well as the work of our Employment Champion (Cornwall Chamber of Commerce), we have many Partners (i.e. Access Training; Cornwall Marine Network; Digital Peninsula Network; Newquay for Excellence Training) which run Sector Based Work Academies (SBWA). Others have strong and existing links with SBWA and will engage with them to access pre-employment training (relevant to the needs of the business and sector preferred by the participant), work experience placements and a guaranteed job interview.

p) Project Budget

The full project budget broken down across each project year is attached at Annex p1.

To set the scene for more detailed explanation of how we arrived at these figures, we present the budget as it is split between the four types of Partner plus the Participants. The following table summarises the budgets for each of these type of Partner which gives an immediate indication of how the funds are budgeted for the different organisations involved and on the different elements such as staff, participant costs etc.

	Lead Org	End to End	Spot Purchase	Theme Champs	Participants	Project Total	%
Staff	£235,243	£764,403	£594,882	£91,723	£0	£1,686,251	58%
Staff expenses	£15,300	£79,944	£0	£3,850	£0	£99,094	3%
Participant costs	£0	£0	£0	£0	£418,846	£418,846	14%
Equipment	£3,000	£16,000	£0	£0	£0	£19,000	1%
Recruitment	£470	£7,520	£0	£0	£0	£7,990	0.3%
Resources	£3,000	£75,000	£309,281	£20,700	£0	£407,981	14%
Indirect costs	£35,286	£114,660	£89,232	£13,758	£0	£252,938	9%
Total budget	£292,299	£1,057,527	£993,395	£130,031	£418,846	£2,892,100	
% of total	10%	37%	34%	4%	15%		

Lead Organisation

The budget for us is presented in the table below:

Staff	£235,243
Staff expenses	£15,300
Participant costs	£0
Equipment	£3,000
Recruitment	£470
Resources/Other	£3,000
Indirect costs	£35,286
Total budget	£292,299

Staff

This sum covers 6,557 administrator hours involved in project set up, Administration meetings, Partner visits, processing of participant paperwork and Partner actual cost claims and project report compilation. For managers 7,977 hours have been factored in for project set up, stakeholder meetings, ongoing monitoring of performance, Partner visits and Operations Group meetings. For the CEO 1,670 hours have been factored in for overall control involving stakeholder meetings, project performance monitoring and leading Operations Group meetings.

Staff expenses

Our travel expenses are paid at 45p per mile where public transport cannot be used. We have budgeted for journeys to 36 Partner meetings at £25 per journey (£900) and 36 meetings per Partner x 16 Partners at £25 per journey (£14,400).

Equipment

This will be a laptop for the Contract Manager, desk top computer for the MIS Supervisor and printer for the whole team. No item will be second hand or over £1,000 purchase price. The resources sum will cover spot purchase catalogue and other printed matter required for meetings and events.

Recruitment

This will be a one-time exercise at project start-up for an additional administrator.

Resources/Other

This allows an amount for printing of evaluation and meeting materials.

End to End Partners

The budgets for the 16 individual End to End Partners are too large to show here so are presented in Annex p2. Below is a summary of the budgets for these Partners:

Staff	£764,403
Staff expenses	£79,944
Participant costs	£0
Equipment	£16,000
Recruitment	£7,520
Resources/Other	£75,000
Indirect costs	£114,660
Total budget	£1,057,527

Staff

In consultation with Partners we have compiled a detailed list of salaries for all staff involved in delivering this project. Figures are calculated based on current HMRC rules on income tax and National Insurance and current positions regarding personal pensions, although it must be acknowledged that this may change and any changes will have to be accommodated. Pay increases have been factored in at 2% per annum. The list of staff salaries runs to over 115 staff and therefore we present this in Annex o1.

Using information from the Partners about staff hourly rates (Annex p2) we have calculated an average rate for each of the major staff roles; £10.66 for Administrators, £21.10 for Key Workers, £22.12 for Managers and £27.95 for CEO/Directors. We then calculated the amount of staff time required to deliver all the tasks required of End to End Partners. This worked out at 10,888 Administrator hours, 11,736 Manager hours, 18254 Key Workers hours and 1208CEO/Director hours. The total came to £764,403 and in order to make an allocation for each End to End Partner we divided this by the number of participants (750) to give us an average amount for staff required per participant, which was £1,019.20. For each Partner we then multiplied this amount by the number of participant they have been allocated to work with to give a pro-rate figure for all Partners performing this role.

Staff expenses

As claims will be based on actual costs, we will be processing travel and expenses claims by

Partners for the travel expenses rates applied by each individual organisation. We have carried out research amongst the partnership to establish what these rates are and have concluded that they are all fair and reasonable. The average mileage rate paid by Partners is 39p per mile with the lowest pay out by a Partner being 24p per mile and the highest being 45p.

We have budgeted for 528 journeys by administrators at £22 per journey, 527 journeys by managers at £22 per journey and 4,456 journeys by Key Workers at a mixture of between £15 per journey for local trips and £22 for central project meetings. The cost of these journeys combines to £79,943 which we then divided by the number of participants (7500) to be able to apportion on a pro rata basis £106.59 per beneficiary for Partners based on their allocation of participants.

Equipment

An allowance of £1,000 per Partner has been factored in following consultation with our Partners. A list of all individual items of equipment the partnership plans to buy in order to deliver this project is presented in Annex p3. This has been compiled in consultation with the Partners. No second hand items or items over £1,000 purchase price will be funded by the project.

Recruitment

An allowance of £470 per Partner has been factored in following consultation with our Partners

Resources

An allowance of £100 per beneficiary has been allocated to each End to End Partner to cover printing of participant paperwork and Key Worker stationery.

Delivery (spot purchase) Partners

Staff	£594,882
Staff expenses	£0
Participant costs	£0
Equipment	£0
Recruitment	£0
Resources/Other	£309,281
Indirect costs	£89,232
Total budget	£993,395

Although these Partners will not have individual budgets and their services will be bought in on a spot purchase basis according to participant need, we have endeavoured to calculate the portion of the sum we have allowed for spot purchase delivery to the staff costs. This is because this will have an influence on two of the main budget headings in our overall budget, namely staff costs and the indirect costs calculated at 15% of direct staff costs. The figures explained below are based on our knowledge of delivering this kind of training in our previous unemployed adult programmes.

Staff

We collected information from the Partners about staff hourly rates and calculated the average rates quoted below. The figure for staff represents 7,953 administrator hours (at an average salary of £10.66 per hour), 119,506 delivery hours (at an average salary of £16.63 for an advisor and £17.25 for a tutor) and 3,750 management hours (at an average wage of £20.19). This has been calculated on the basis of basic skills training for twice as many learners as our basic skills achievement target, employability skills training for the same number of beneficiaries as our target for those achieving 'confidence in seeking in employment'. Life skills will be delivered to all beneficiaries; 20 x 3 hour sessions per beneficiary have been factored in. Vocational skills training has been factored in on the basis of 24 x 4 hour sessions for 3 times the number of our target for individuals achieving a vocational qualification. Specialist advice and support and IAS has been factored in for each learner on the basis of 6 x 3 hour sessions.

Resources/Other

In terms of resources, the figure of £19 has been used for basic skills and vocational skills learner, £50 per head for life skills and specialist advice and support and £25 per head for vocational skills training.

Venue costs have been calculated on the assumption that most learners will be in small groups for their employability skills, life skills and vocational skills training and thus £10 per learner on these courses has been factored in to these costs.

Exam fees or fees for registering beneficiaries with awarding bodies, which is often required at the start of the learning (this is a cost per individual and not a fee for the registration of the delivery organisation). This has been factored in at £20 per person for 1.6 times the people needing to achieve a basic skills qualification (165) x 3 qualifications and twice the number of people needing to achieve a vocational skills qualification (375).

	Cornwall VSF	Cornwall Chamber	Earth Health	Vol. Corn	(GE&EO)	(Participant Worker)	Total
Staff	£57,732	£7,402	£8,066	£2,556	£8,011	£7,956	£91,723
Staff exp.	£1,200	£0	£800	£250	£800	£800	£3,850
Venue	£8,000	£750	£0	£0	£0	£1,200	£9,950
Resource	£3,000	£4,750	£900	£300	£900	£900	£10,750
Indirect	£8,660	£1,110	£1,210	£383	£1,202	£1,193	£13,758
Totals	£78,592	£14,012	£10,976	£3,489	£10,913	£12,049	£130,031

Our Theme Champions are anticipated to work a total of 2,905 hours on the project leading on the various themes. Some of the work done by the Cornwall VSF will service both Marketing & Communications and Evaluation functions. Venue costs are for Best Practice Group type events for Cornwall VSF and for Meet the Employer event organised by the Chamber of Commerce. Resources include printing of materials for events (most information will be shared electronically).

Participants Costs

We have calculated these on the following basis:

Travel costs - £100,908

We have experience of reimbursing participant travel costs from our previous adult employed support projects. We have based our calculations on an average of £6.00 per journey for participants travelling to all activities including skills training, volunteering and work placements and meet the employer and participants groups. The figure is based on 16,818 journeys.

Childcare costs - £295,088

We have consulted with our Partners who have experience with childcare costs for participants. Their advice is that this is a very complex area as there are a number of ways in which parents can be funded for childcare and it will be important for us to ensure that BBO funds are not used to pay for this cost when it is eligible to be paid for by another source. Eligibility for other funding sources is dependent on a number of factors which relate to the child, the parent and/or the provider of care. Therefore, we have made a notional calculation based on participants requiring this financial support, for a total of 40,702 hrs over the duration of the project at £7.25 per hour.

Equipment/clothing - £10,850

Our experience from previous projects to support the unemployed is that this fund will be much needed and well used. We have therefore based our figures on £50 per beneficiary for 50% of those going into a volunteering placement and 1.5 the number who will move into employment.

Allowances - £12,000

We anticipate that some participants may require assistance to prove their eligibility, e.g. ID documents and this has been factored in for 10% of participants at a rate of £160.

Marketing

These costs have been expressed within the budget headings for Staff direct costs for Theme Champions and End to End Partners and also within venue costs and resources for Theme Champions and End to End Partners. They equate to 2% of the total budget.

Evaluation

These costs have been expressed within the budget headings for Staff direct costs and resources for the Lead Organisation and Theme Champions and equates to 5% of the total budget.

Freelance Workers, Consultants & Contractors

We are not expecting to use any of these as all services will be provided by the named Partners. Therefore these do not feature in any of our budget plans.

VAT

We have met with our accountants Robinson Reed Layton on the matter of VAT and whether it applies to this project. Having reviewed the draft agreement provided by BLF, they have advised that this project is outside the scope of VAT. Their letter confirming this opinion is at Annex p4.

q) Financial Planning

How much money we will need

Our project budget has been calculated in detail and this is explained in section p) Project Budget. A summary is tabled here

	Total
Direct staff costs	£1,686,251
Direct other costs	£ 952,911
Indirect costs	£ 252,938
Total	£2,892,100

From our experience of managing 27 ESF projects worth £50m worth over 15 years we have developed a financial planning and management approach which is flexible and supported by robust controls processes and procedures. Over this period our projects have undergone many ESF Article 13 and 16 audits and Skills Funding Agency Provider Financial Assurance audits. Recent ESF and SFA audits of our latest projects (c.£10M) were successfully completed.

Partner Allocations & Budgets

All of our End to End Partner organisations will have an allocation of funds (see Partnership Involvement Summary at Annex c2). These figures will appear in the Partnership Agreement issued as part of project start up (see Doc 10). The Partner Agreement will include financial caps over which Partners will not be paid without achieving project milestones, targets and outcomes. We will use the same benchmarks for our Partners as BBO applies to the project, as follows

- Over Performing (>120%)
- Performing (100%-120%)
- Satisfactory (90%-100%)
- Underperforming (70%-90%) and
- Unsatisfactory (<70%)

In this way we will be able to keep control of expenditure and prevent it running away without delivering the project's outputs, results and outcomes.

Each End to End Partner allocation will have a budget reflecting the BLF budget headings profiled across the project life-time in quarterly periods.

Spot Purchase Partner organisations will also have an allocation and this will be calculated following submission of this stage 2 application and project start. It is important that these Partners also have an allocation so that they have an assurance of the level of work they can expect from the project and plan their resources accordingly. This will also enable us to manage equitable use of the whole range of Partners.

As part of project start up, the CEO and Contract Manager (CM) will authorise the project budget to be set up on our accounting system (QuickBooks) by the Finance Officer. This will include all Partner allocations, our employment costs and amounts for company running costs such as rent, heating, lighting, water, telephones, insurance and accounting audits (i.e. those items to be covered by the our element of the 15% overhead). An example of a financial report taken part way through one of our previous projects (Partnership Works) is shown in Annex q1. These reports are reviewed monthly at the CM/CEO monthly project review meetings and show how we regularly monitor spend against the budget.

Control of Budgets & Payments

We have one bank account into which all our BBO income is paid. In the first instance this is recorded in QuickBooks on our balance sheet as a liability to BBO (recorded as a payment in advance) until such time as eligible expenditure is recorded. Funds are only drawn across from the balance sheet to the P&L income to cover eligible expenditure that has been defrayed. This is done on a monthly basis. A Paid In Advance report shows funds received from funders (e.g. BLF) for a project but not yet drawn across as expenditure. QuickBooks can be accessed only by the Finance Officer, CEO and Contract Managers.

In reflection of the BLF approach to cash flow funding, End to End Partners will be paid quarterly in advance the amount in their budget. Partners will be required to submit claims on a monthly basis and the Contract Manager will monitor the progress of all Partners each month.

At the end of the quarter each End to End Partner budget will be reviewed and adjusted. The following payment to End to End Partners will then comprise the next quarters budget amount plus or minus over or under-spend in the previous quarter.

Spot Purchase Partners will be paid 50% of the anticipated delivery costs up front. They will then submit monthly claims in the same way as the End to End Partners. However there will be monthly reconciliations rather than quarterly as for the End to End Partners.

Any expenses incurred against the project budget have to be signed off by the Contract Manager – this could be invoices or Partner Payments or staff timesheets. Travel claims by staff show which project expenses were incurred for and are signed off by a line manager.

review will include financial and output and outcomes. This may result in actions to increase or reduce Partner budget (discussions around this possibility will already have taken place with the Partner). Any changes to Partner budgets will be made on the QuickBooks system and in a letter of variation of the Partner Agreement.

Openness & Direction

We have a culture of openness in our partnerships and all budgets and payments information including our costs are shared at Partner Operations Groups meetings and on the project specific areas our operations website (security protected so can only be seen by Partners in this project).

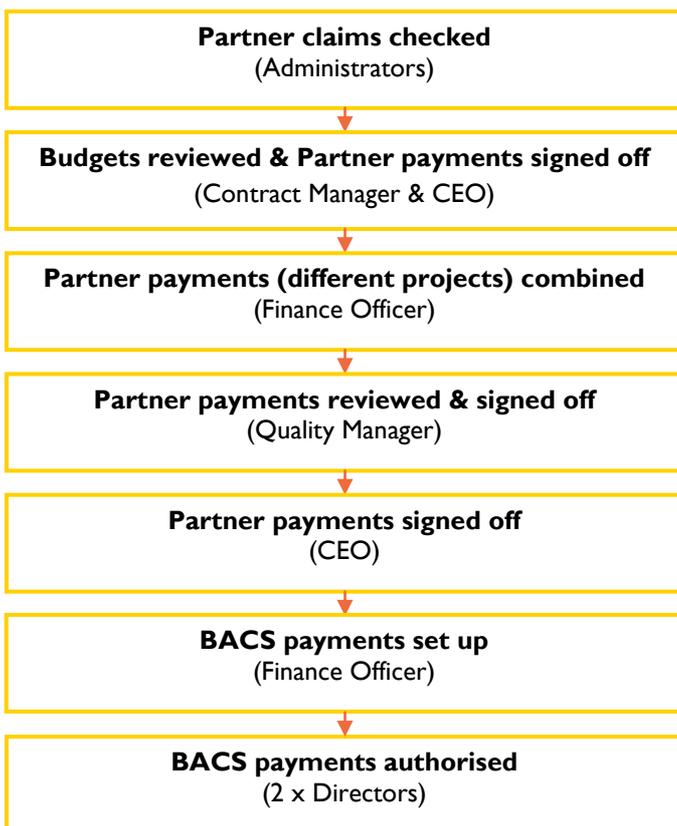
Whilst on a day-to-day basis the management and control of the finances is done by the Contract Manager and the CEO, overall project performance is the main agenda item for the Operations Group who will be asked to decide on certain changes of approach in order to achieve project targets. In the past Partners have been asked to decide on propositions such as a Partner being asked to take on an additional field of work in a project, the approach to reducing the overall budget and how to allocate additional project targets and funding.

Procurement

We have put together a large partnership which includes a wide range of service providers and feel that we are unlikely to need to procure any further services. However, recognising that it is possible that some participant need arises which we cannot meet from the current partnership, we would have to address this. If we were unable to satisfy our demand from within the current partnership we will procure using processes in line with the Public Procurement Regulations February 2015.

State Aid

The Lead Organisation and its Partners have been involved in the delivery of ESF for more than 13 years and has dealt with State Aid issues on a number of occasions. State Aid could apply in two ways to the project. It is our opinion that State Aid does not apply in either case. The two possible scenarios are:



Partner Payments and staff salaries are paid monthly by BACs. Some utility bills are paid by DD and the remaining expenses are paid by cheque which must be signed by two directors.

The CEO and the Contract Manager meet monthly to review overall project performance and discuss individual Partner performance. The

1. Whether the funds to us as the Lead Organisation constitute State Aid? There are a number of organisations in the area that can provide a similar service. However, one of the key characteristics of State Aid is that the aid is available to only certain organisations and not others. This does not apply here as the Big Lottery Fund does not restrict the type of organisations responding to the call. So all of these organisations can apply. It is in practice an open and competitive situation. This indicates that the BLF funding does not constitute State Aid.
2. Whether funds that the project supplies to individuals or businesses constitutes State Aid? The funding will benefit individuals who are unemployed or economically inactive and not organisations. Support to these individuals does not constitute State Aid. Employers are involved in the project in terms of providing support, work experience and volunteering opportunities and the project will supply post employment support to those who gain employment. We have delivered these services before using ESF funds and they have not constituted State Aid.

In-kind Contributions to Our Project

Our delivery is designed to compliment other services available for the target groups (as described in e) Strategic Context and i) Project Delivery). Therefore, there will be services which are supplied to participants on this project which are funded from other sources.

In addition we will also be receiving the support of volunteers in the delivery of services provided through this project. Many of our Partners use volunteers. However, there will be variation amongst the Partners and services which in some Partner organisations will be provided by volunteers (e.g. mentoring and support of beneficiaries) will in other Partner organisations by provided by paid staff.

Details of services available by our Partners from other sources and of volunteers used will be detailed in the Partner Agreement so we can ensure that there will be no claiming of ineligible costs or double funding.

Case Study

Partner: Lizard Pathways—Example of use of complementary services

Initially referred to Lizard Pathways by Cornwall College, Steve was supported with multiple interventions over an 18 month period. He was in receipt of income support and high rate mobility DLA for health issues due to severe nerve damage following an injury sustained at work. During this time Steve was a lone parent and told by doctors he would never work again. Prior to his injuries Steve enjoyed a successful 20 year career in construction and he was desperate to return to work. After a series of career planning sessions it was agreed that he could retrain as a plant operator.

To achieve his goal, he was supported by a number of projects including Cornwall Works (DWP) and Equator (SFA ESF) to obtain his Plant Operators Red Card and DWP's Cornwall Works Plus Specialist Provision (via Pentreath) for gym sessions to increase his fitness and confidence. Partnership Works (SFA ESF) provided an 8 week employability skills programme jointly delivered with BF Adventure. CAB provided money advice and Shelter helped to address issues with housing.

Steve progressed to Lynher Training to undergo training for his Operator's Blue Card funded through the SFA's Response to Redundancy project. Now more confident and re-skilled Steve secured employment. So the final steps were to refer Steve to A4E for the completion of a return to work credit and housing benefit applications, and further support from Lizard Pathways to complete his disability tax credit application and prescription relief application and secure gap funding from the Back to Work Fund (to cover the period until he received his first wage and buy protective clothing). Steve has remained in work and in contact with Lizard Pathways, and is now mentoring another Lizard Pathways' client who works on the same construction site.

r) Marketing & Communications

Objectives

- ✓ Make sure the partnership works to market their services and share good practice consistently.
- ✓ Ensure the project is accessible to under-represented groups and individuals.
- ✓ Ensure participants are aware they have received support from BBO/ESF.
- ✓ Campaign approach to widely publicise the role and value of the project and the work of the partnership.
- ✓ Ensure the legacy of the project by highlighting positive outcomes with commissioners and other key stakeholders.

Principles

- ✓ Ensure ESF and BBO publicity requirements are met by all Partners at all times.
- ✓ We are building on the success of previous ESF funded partnership projects which we have promoted in collaboration with Partners and stakeholders, including the local EU Growth Programme Partnership Team.
- ✓ Partners will be required to provide ongoing evaluation and case studies, so that we can promote real people's stories that bring the programme to life.
- ✓ Individuals and communities will be at the heart of the design, monitoring and evaluation of the project at both Partner and project level.

Tactics

1. Marketing and promotional support to the delivery partnership

- ✓ Ensure cross-promotion of services available between Partners.
- ✓ Create a resource pack for Partners.
- ✓ Regular partnership meetings – Operations Group, Administrators Group, Key Worker Group.
- ✓ Offer engagement/training events.
- ✓ Publish a quarterly Partner newsletter to share programme performance and activity.
- ✓ Best practice workshops for Partners on a range of specific topics to ensure consistent practice across the group.
- ✓ Action Learning Sets to work up details for Action Plan.
- ✓ Collate and maintain information and useful links on an online micro-site for Partner access only.

2. Create strong links with key stakeholders, including commissioners and the public sector

- ✓ Link with the proposed VCSE development Partner, to be commissioned by Cornwall Council for implementation from April 2017.
- ✓ Raise issues and learning through the Cornwall Executive Group, through Cornwall Voluntary Sector Forum.



Pictured: Press Release article included in national ESF Newsletter

Strategy

- ✓ Marketing and promotional support to the delivery partnership
- ✓ Build on strong links with key stakeholders, including commissioners and the public sector
- ✓ Lead organisation responsibility to promote the overall programme to the public

- ✓ Highlight with strategic Partners ways to achieve more seamless and cost-effective service delivery to hard-to-reach groups.
- ✓ Hold events, to promote the project and bring Partners and key stakeholders together to share successes and concerns, and workshop innovative solutions.
- ✓ Individual meetings and site visits with Partners to broker good relationships with key stakeholders.
- ✓ Launch event for the project.

3. Lead organisation responsibility to promote the overall programme to the public

- ✓ Promotion for the project through a micro site within the existing Cornwall Voluntary Sector Forum website with links from all Partner website.
- ✓ Social media accounts for the project on Twitter and Facebook as a minimum.
- ✓ Cornwall VSF to manage press releases and media relations on behalf of the project and the Partners.
- ✓ Compiling and sharing ongoing evaluation and case studies from the Partners within the network and with the BLF team as appropriate.
- ✓ Link with other successful lead organisations delivering in CloS.

We will do so in ways which ensure communication is understandable and accessible, as explained in our Gender Equality & Equal Opportunities Plan see Annex m2. Annex r1 is an example of an easy read format.

Actions

We intend to use development monies to work with Partners to create a full stakeholder map which will ensure the project reaches as many relevant stakeholders as possible. A detailed action plan and timeline will be created ahead of the start of the project.

Key Messages

- ✓ The project will benefit those who are unemployed, disadvantaged and most at risk of social exclusion. These include ex-offenders, adults with LDD, 'Troubled Families', those with long-term mental and physical ill health, substance misuse issues, people who are homeless or vulnerably housed or in housing need.
- ✓ All of the activities in this project are designed to benefit communities by progressing people towards greater social engagement including training, volunteering and work. This will support communities to become more economically and socially resilient, sustainable and inclusive.
- ✓ The project will make a difference by reducing benefit dependency with individuals and communities becoming more prosperous particularly on social housing estates. Levels of crime and anti-social behaviour often associated with low skill levels and frustrations due to a lack of money and opportunity will reduce.
- ✓ We will promote the strength of partnership working, and the breadth of specialist experience offered by the project's many Partners.
- ✓ We will highlight the learning from Partners on the issues faced by participants accessing the help they need, successful outcomes and recommendations for the public sector on new ways of working.

Audiences

- ✓ *Participants*: through the delivery partnership, relevant interest groups, referral agencies, client feedback, and participant groups.
- ✓ *Partners*: through partnership and networking approaches already described.
- ✓ *Job centres and referral agencies*: ensure awareness of the programme and offer independent routes for feedback on delivery. JCP, Cornwall Council (Together for Families), Registered Social Landlords.
- ✓ *Commissioners*: through events and direct

contact with senior commissioners and managers in NHS Kernow, Cornwall Council, DWP and other relevant public sector agencies.

- ✓ *Businesses:* directly and through partnership working with Chamber of Commerce and Local Enterprise Partnership, Cornwall Development Company, Local Area Groups and CLLD
- ✓ *Communities:* through town and parish councils and existing Community Network Panels.
- ✓ *Public:* through print and broadcast media (e.g. West Briton, Cornish Guardian, BBC Radio Cornwall, Pirate FM) and social media, e.g. Twitter, Facebook, YouTube

Measures

- ✓ Evidence of successful promotion of the overall project.
- ✓ Metrics from online tools, including websites

theeducation&trainingshow



To promote our work and that of our Partners, we used local radio station Pirate FM. Each week 2 members of staff hosted a 12 minute piece in Pirate2's Training & Education show. From August 2014 it ran for 26 weeks covering all areas of our work including Apprenticeships, redundancy support, local employment opportunities, mental health awareness, volunteering, workforce development, help for young people, capacity building the VCSE and supporting learners with LDD. Twenty six guests joined Priscilla and Jeanette for their Wednesday night show including Apprentice Cheese maker Philip Farndon from



Priscilla in the recording studio for Pirate2's Training and Education Show.

Lynher Dairies (famous for their Cornish Yarg cheese) and Health Care Apprentice Virginia Channon (see Annex r2).

and social media.

- ✓ Media monitoring.
- ✓ Number of events held and people attending.

Roles and Responsibilities

- ✓ *Lead organisation:* will have overarching responsibility to promote the project, its progress and highlight the underlying issues and need. We will be the accountable body for meeting ESF and BBO publicity compliance.
- ✓ *Cornwall Voluntary Sector Forum:* will lead on all marketing and communications work on behalf of the partnership, in relation to this plan and the associated action plans that are developed.
- ✓ *Partners:* will have responsibility to promote the service in ways that are tailored to their individual client groups, including the display of at least one promotional poster at their premises, and ensuring participants are made aware that the services they are accessing are funded by ESF and the BLF.

Funding Compliance and Record-Keeping

Through this marketing and communications plan and associated action planning, we will fully comply with ESF and BBO branding and publicity guidelines, including the following mandatory requirements:

- ✓ Display at least one promotional poster containing the required logos and an agreed form of words. Posters should be displayed in public areas of your premises such as the entrance of a building. Big Lottery Fund will provide templates.
- ✓ Inform participants that the activities they are participating in and services they are using are funded by ESF and the Big Lottery Fund, including acknowledging this on all of your materials used by participants.
- ✓ Undertake a range of promotional activity to publicly acknowledge your BBO funding, including publications and printed material, press, website and social media activity and sharing learning from your project through

stories and case studies.

We will retain copies of materials produced and feedback obtained through delivery of this plan, as evidence to be produced on request for audit purposes. We will monitor compliance as part of our ongoing quality monitoring process.

Engagement Methods

A unique point of our partnership model is that the engagement of participants is done by our Partners and some referral only organisations, rather than a central engagement which then refers people on. Our Partners have their own tried and tested ways of engaging with clients, however we did want to test if using Pirate FM radio was an effective way of engaging potential project participants, so attempted to do so as part of our soft engagement pilot event described in Doc 5. Although the radio station were able to provide extremely detailed information about the households where there were listeners (down to postcodes), they could not guarantee how the listener would act on the information. Whilst the format of the event was a success, attendee numbers were low and we learnt that our target audience were not persuaded to engage through a message on Pirate FM and that 'hard to reach' learners are best engaged through a much more individual approach via one of the agencies they already come into contact with.

s) Lasting Impact

In the design and planning of this project we have considered how we build in structures and activity that will leave a legacy beyond the end in December 2019. This is based on the experience of delivering fixed term partnership projects over 15 years and having seen what is and is not possible to achieve. It is a time of considerable uncertainty and it is difficult to predict the environment in which we will be operating in 2020 and beyond. Nevertheless it is important that we have a view in order that we can work proactively with our Partners. We have made the following four assumptions.

Since 2000 Cornwall and the Isles of Scilly has been the beneficiary of enhanced EU structural funds through Objective One, Convergence and, now, the Growth Programme. Although with some breaks and changes, there has been EU funded support for the target group since 2000. However with the result of the EU referendum it is assumed that there will be no more EU structural funding beyond 2019.

It has been a time of tightening public expenditure in welfare, education and health. It is assumed that this will continue. As part of this it is also assumed that there will be increasing pressure on the VCSE sector to reduce the demand on public services through developing communities and social action at the local level. Examples being local youth and sports clubs reducing obesity, and as a result the incidents of diabetes, in young people thus reducing the demand on the NHS.

The tightening of public finances and the pressure for value for money and quality will continue the move from local authorities as deliverers of services to commissioners of services. These will be services which could be delivered by our Partners.

Whilst EU funding will go and funding for public services will remain tight it is assumed that there will nevertheless be some new local 'structural' funds. For example between 1994-2001 there was the Single Regeneration Budget (SRB) from which Cornwall & IoS benefitted. However any

fund will be a fraction of the current EU Growth Programme. Our Partners need to be in a position to respond flexibly to this.

The project has a Sustainable Development Action Plan which, amongst other issues, will address how we help both participants and Partners prepare for the future after the end of the project. Because of the uncertainties described above this Sustainable Development Action Plan will be updated annually to take into account changes.

We have also considered how participants can continue to receive support after they exit the project, whether they achieve a result or not.

It is through the following that we aim to leave a legacy and lasting impact.

1. **Supporting individuals and communities** with the activities that we deliver in the project.
2. **Working with Partners** who already deliver services to the target groups funded either by the public sector, grants or their own charitable funds and therefore are in a position to embed good practice developed in this project into their activities and services.
3. **Building strong and enduring partnership** to access other funds in a complementary way to build Partner capacity and resilience after the end of the project.
4. **Engaging local strategic bodies and boards** to ensure that activity is responsive to local demand and that the project achievements feed into future plans and strategies.

1. Supporting individuals and communities

Supporting Individuals

The project will support a minimum of 750 economically inactive and unemployed individuals most of whom will have one or more of the following barriers:

- long term unemployed (>12 months)
- offenders/ex offenders/victims of crime
- LDD
- long term health issues (physical/mental)
- substance misuse
- homeless/vulnerably housed/housing need
- basic skills needs/low skills (<L2)

Many individuals will benefit from the project by moving into employment, training or job search. However whether they achieve a project result or not most are likely to continue to need support. This project aims to prepare individuals for life after the project.

Client Group	Partner
Offenders/ex offenders/victims of crime	Safer Stronger Consortium
LDD	United Response
Long term health issues (physical/mental)	Pentreath, Enable, Employability Cornwall
Substance misuse	Addaction
Homeless/vulnerably housed/housing need	Cornwall Housing, Ocean Housing

Individuals who are receiving support from these Partners prior to being engaged in this project will be able to continue to receive support after they leave the project. This continuity of support through our Partners as a participant starts, participates in and then leaves this project is key part of the project design and contributes to a holistic approach to supporting individuals.

This project will give individuals the skills to be more independent and be in a better position to access other support services directly themselves when they leave the project. It will do this through the following activities:

- Life skills including managing a budget, healthy eating and maintaining good physical health improving health and wellbeing.
- Volunteering, work tasters and meet the employer events.
- Information, advice and support on benefits, finance, housing and other related issues.

- Skills and qualifications such as literacy, numeracy and vocationally relevant training

All of these activities will significantly improve their social skills and confidence to access other services and continue their progression and development when they leave the project.

In addition a number of our Partners are able to provide a range of training after participants leave the project, including Traineeships, Apprenticeships and other qualifications funded by Skills Funding Agency (SFA) Mainstream provision. We have our own SFA Mainstream contract which is delivered by the following Partners:

- Cornwall Marine Network
- Integer Training
- Dynamo Healthcare Training
- Newquay for Excellence Training
- Digital Peninsula Network
- Penwith Community Development Trust

Case Study

Partner: Penwith Community Development Trust

A difficult early home life led to G living in a hostel from the age of 14. Education was not high on her agenda and subsequently she left school with no qualifications. She came to PCDT for support through our Partnership Works project, with a goal of getting a place on an Access to Nursing course at Penwith College.

She interviewed for the Access place but was told that due to her lack of qualifications she would not be accepted. PCDT worked with her to establish an action plan which would enable her to gain the necessary qualifications.

With only a short time to gain these qualifications G showed real commitment and attended multiple lessons each week. However during the summer childcare became a problem so the project assisted her in accessing childcare funding that allowed her to remain in training.

By the end of August 2009 G had achieved Level 1 and 2 Literacy and Level 1 Numeracy and had also progressed to a Level 1 ITQ course. Having obtained these qualifications she was equipped to re-apply for, and successfully obtained her place on the Access to Nursing course.

In addition the following Partners have their own SFA Maintream contracts:

- Cornwall College
- Truro and Penwith College
- Cornwall Adult Education Service
- WEA
- DMT Training

Communities

Our approach to leaving a lasting impact on communities is similar to that with individuals by working with Partners who already engage with communities and building the capacity of individuals and families within the communities.

There will be a focus on social housing and in particular the 30% most disadvantaged wards where those most at risk of social exclusion live. In particular we will target:

Bodmin; kinsman Estate, Monument Way,
Berryfields Estate, Berdeska Court, Newquay
Gannel, Trenance Estate

Bude: East

Launceston: North East

Tintagel

Our Partners who already engage with these

communities include Residential Social Landlords (RSLs) and community based organisations such as Cornwall Neighbourhoods for Change, East Cornwall Citizens Advice Initiative and Cornwall Rural Community Charity. All of these Partners will be able to provide continued support after the end of the project building on the achievements of the project in these areas.

This project is designed to have an impact on families and plans to work closely with the Cornwall Together for Families (TfF) Phase 2 programme. TfF has identified 900 families in the Atlantic and Moor area and we will co-ordinate with the TfF Key Workers. By improving family relationships this will have a lasting impact on both the individual within the family and the community where the family lives.

2. Working with Partners

We have always worked with a wide range of Partner organisations from those with considerable experience of delivering ESF projects both in partnership and on their own such as Cornwall College, Truro & Penwith College, Eden, Pentreath and Newquay for Excellence to those who are less experience and/or new to ESF and would be unable to participate in an ESF project without support and mentoring. These less experienced, invariably smaller organisations, are nevertheless central to

the project as they often provide the local community based specialist services that cannot always be provided by larger organisations.

We support all Partners but have a focus on the less experience Partner not only to enable them to be able to deliver in this project but to improve their capacity to access funding and continue to deliver their mission after the end of this project. This is achieved through 1:1 face to face, email and telephone support and through workshops where required.

3. Building Strong and Enduring Partnership

Through our ESF projects we have built strong and enduring partnerships. This is not only between Partners and us but also between Partners as well. These have been developed through Objective One and Convergence projects. In 2010 we engaged a consultant to carry out a confidential consultation with our Partners and other stakeholders to establish whether they felt it would be beneficial if the partnerships developed through ESF would have value in delivering other funded activity. The report summarised the views as follows:

‘The majority view was that the methods and quality of project management which The Learning Partnership Company had developed of ESF contracts were transferrable to other areas.’

The following are quotes from face-to-face interviews.

“The key to the Learning Partnership Company has been its joint operation. If you are saying “should the Learning Partnership Company broaden out” then yes because method not subject has been its success.”

“The efficacy of bringing people together through the Learning Partnership Company mechanism has been proven. It makes sense to extend that to the broadest range possible. The Learning Partnership Company is only limited in scope by the experience of its partners – Its ability to engage in wider work is shaped by the influence of partners but is still a wide boundary.”

As a result of this we are now delivering the following contracts:

Skills Funding Agency 16-19 Apprenticeships, 18+ Apprenticeships, Adult Education Budget Partners: Cornwall Marine Network, Dynamo Healthcare Training, Integer Training, Q&A Training, Digital Peninsular Network, Newquay for Excellence Training, Concept Training, AWC Training, Nature Workshops

Cornwall Council 11-19 youth services under the following contracts:

- Community Development
- Emotional Resilience
- Information and Advice Services
- Time banking

Partners: Young People Cornwall, Penwith Community Development Trust, Xenzone, Volunteer Cornwall

Cornwall Council leaving care services.

Partner: Carefree

Upskilling the VCSE Sector - Skills Funding Agency ESF ITT to build the resilience of VCSE organisation.

Partners: Penwith Community Development Trust, Cornwall Rural Community Charity, Cornwall Neighbourhoods for Change, Cornwall School for Social Enterprise, Real Ideas Organisation, V Learning Net, Volunteer Cornwall, Young People Cornwall

In addition we have the following ESF Open Call stage 2 applications with Partners under appraisal.

of services to young people in Cornwall.

Smart Tenants - A project researching, piloting and evaluating innovative methods of helping tenants of social housing manage their finances. Partners include PCDT, ECCABI and 4 Housing Associations.

Living Well - A project researching, piloting and evaluating innovative methods of helping people with mental ill health, obesity and age related illness manage and reduce the impact. Partners include 8 organisations this BBO this application.

All of this additional activity being delivered and the proposals under appraisal will provide support to both the individuals and Partners.

We will continue with this strategy and plan to seek further opportunities that will arise from the commissioning of public services and any local post Brexit structural funds to develop and evolve the services for participants.

4. Engaging Local Strategic Bodies and Boards

We engage with local strategic bodies and boards both directly and through its Partners. We do this for the following reasons:

- To be aware of emerging local and national strategic priorities so that we can ensure that our projects are aligning with these and other initiatives, and;
- To influence strategic priorities by raising awareness of our activity and achievements.

We are represented on and attend the following groups.

- **The ITI Board.** This is responsible for the EU Growth Programme in Cornwall & IoS. The ITI Board ESF/ERDF Technical Assistance Steering Group.
- **The CLLD Working Group** which is overseeing the CLLD Local Development Strategies.
- **Cornwall Pathways to Employment Board** which is responsible for the overview

- **The Business Support Delivery Board.** This supports the co-ordination of business support services across Cornwall and IoS and link EU ERDF and ESF business support activity together.
- **The Welfare to Work Group** managed by JCP to The Transformation Award (TA) Programme Board. A DCLG funded project to improve the quality, impact and value for money of commissioning between the Council and the VCSE sector.

In addition our Directors also attend strategic groups . We currently have our Directors on the West Cornwall, Atlantic & Moor and South East Cornwall CLLD/LAG Executive Groups.

Our CEO is also involved with the Cornwall public sector Commissioning Academy and the lessons learned from this project will be shared with the Academy to assist future public sector commissioning.

We also embed strategic links into our project management structure through our Operation and Steering Groups.

All Partners are members of the Operation Group and this is responsible for ensuring that the project achieves its targets and results. It is also where Partners share best practice and update other Partners on other linked activity.

Each project also has a Steering Group. This is usually an established group that can provide the project with its strategic steer. It is primarily responsible for advising the Operation Group on the activity to be prioritised and ensuring linkages with other relevant activity.

For this project it will be the Atlantic and Moor CLLD/LAG Executive Group. We will provide regular reports to this group about what activity is being delivered, to whom and where so that we can ensure proper integration with CLLD/LAG activity.

t) Risk Analysis

Initially we looked at the risks involved in delivering the project as detailed in the BBO Project Outline. The risks were characterised by likelihood and impact. In designing the project we built in control measures to mitigate these risks. We then re-assessed the risks as a result of these mitigations to provide a net risk.

We based the control measures from our years of experience of delivering ESF and over that time having developed effective systems and procedures. For the purposes of clear explanation, we have drawn up a matrix showing risks and how we control and manage these.

We have grouped the risks facing the project under the following headings:

- Legal & Regulatory Compliance
- Strategic & Reputational
- External
- Financial
- Operational

The following risk scoring matrix has been deployed:

		RISK MATRIX					
Impact	Extreme / Catastrophic	5	10	15	20	25	30
	Major	4	8	12	16	20	24
	Moderate	3	6	9	12	15	18
	Minor	2	4	6	8	10	12
	Insignificant	1	2	3	4	5	6
			1	2	3	4	5
			Remote	Unlikely	Possible	Probable	Highly Probable
			Likelihood				
This works on a scoring of $xy+y$ where x is likelihood and y is impact							

Key:
 Red or Pink - major or extreme/catastrophic risks that score 15 or more
 Orange - moderate or major risks that score between 8 and 14
 Blue or green - minor or insignificant risks scoring 7 or less

The following assessment criteria were used to assess the 2 variables – likelihood and impact:

Likelihood Assessment Criteria		
Description	Score	Example
Remote	1	may only occur in exceptional circumstances
Unlikely	2	expected to occur in a few circumstances
Possible	3	expected to occur in some circumstances
Probable	4	expected to occur in many circumstances
Highly Probable	5	expected to occur frequently and in most circumstances

Impact Assessment Criteria		
Description	Score	Impact on service & reputation
Insignificant	1	<ul style="list-style-type: none"> › no impact on service › no impact on reputation › complaint unlikely › litigation risk remote
Minor	2	<ul style="list-style-type: none"> › slight impact on service › slight impact on reputation › complaint possible › litigation possible
Moderate	3	<ul style="list-style-type: none"> › some service disruption › potential for adverse publicity - avoidable with careful handling › complaint probable › litigation probable
Major	4	<ul style="list-style-type: none"> › service disrupted › adverse publicity not avoidable (local media) › complaint probable › litigation probable
Extreme/ Catastrophic	5	<ul style="list-style-type: none"> › service interrupted for significant time › major adverse publicity not avoidable (national media) › major litigation expected › resignation of senior management and board › loss of beneficiary confidence

Risks were assessed at 2 stages – (a) pre-action or control measure and (b) post-action or control measure. This generated a *gross* risk score and a *net* risk score respectively (**xy + y** where x is likelihood and y is impact). The results of this analysis are contained in the Risk Register set out in Annex t1.