



# Greater Lincolnshire MOVE (Moving on, Volunteering & Employability)

Year 3 External Evaluation Report  
August 2019



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## SUMMARY

Greater Lincolnshire MOVE (Moving on, Volunteering & Employability) was a 3-year project funded by The National Lottery Community Fund and the European Social Fund (ESF) as part of the Building Better Opportunities programme (BBO). The project provided a range of support and interventions to help economically inactive and unemployed people to start on the road into employment –and overall aimed to support 336 unemployed people and 336 people who were economically inactive and furthest from the labour market.

In November 2016 Rose Regeneration, Lincoln International Business School (University of Lincoln) and Ann Hindley (Cross Keys Associates) were commissioned by Urban Challenge Ltd [the lead accountable body] to monitor and assess the progress of the project as a whole against its targets and outcomes and consider the effectiveness of the partnership.

The table below summaries the evaluation activities that we undertook:

	Year	Activities	Outputs
<b>Formative</b>	1	<ul style="list-style-type: none"><li>• Baseline and Theory of Change</li><li>• Quarterly Data Monitoring</li><li>• Meeting Observations</li><li>• Beneficiary Interviews</li></ul>	<ul style="list-style-type: none"><li>• Baseline and Theory of Change</li><li>• Quarterly Data Monitoring</li><li>• Meeting Observations</li><li>• Beneficiary Interviews</li></ul>
	2	<ul style="list-style-type: none"><li>• Quarterly Data Monitoring</li><li>• Meeting Observations</li><li>• Beneficiary Interviews</li><li>• Estimating Social Value</li></ul>	<ul style="list-style-type: none"><li>• Sharing and Learning Event</li><li>• Year 2 Interim Report</li></ul>
<b>Summative</b>	3	<ul style="list-style-type: none"><li>• Quarterly Data Monitoring</li><li>• Meeting Observations</li><li>• Beneficiary Interviews</li><li>• Finalising Social Value Analysis</li><li>• Overall Project and Delivery Partner Costs</li></ul>	<ul style="list-style-type: none"><li>• Sharing and Learning Event</li><li>• Final Report</li></ul>

This document provides a summary of the key findings from the external evaluation in year 3 and how these build on findings from years 1 and 2.

### Key Findings

The evaluation covered four main areas:

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

### 1. Impact and Outcomes

The table below summarises how MOVE has performed against the main results and timescales agreed with the Lottery at the outset of the project:

Target	Result	Outcome			Notes
		Year 1	Year 2	Year 3	
		<i>Please note these columns show the cumulative figure, with the actual figure shown in brackets</i>			
People engaged in activities to improve their work readiness	672 people engaged including at least: <ul style="list-style-type: none"> <li>- 336 men</li> <li>- 336 women</li> <li>- 336 unemployed people</li> <li>- 336 economically inactive people</li> <li>- 101 people aged 50+ years</li> <li>- 134 people with disabilities</li> <li>- 19 people from ethnic minorities</li> <li>-</li> </ul>	209	455 (246)	700 (245)	At the end of year 3, the project had engaged: <ul style="list-style-type: none"> <li>• 361 men and 339 women;</li> <li>• 414 unemployed people and 286 economically inactive;</li> <li>• 161 beneficiaries aged 50+;</li> <li>• 274 beneficiaries with a disability or long term health condition; and</li> <li>• 18 beneficiaries from ethnic minorities.</li> </ul>

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Target	Result	Outcome			Notes
People progress into education or training	At least 13% of people enrolled on the project move into education or training on leaving (minimum 88 people)	5	11 (6)	46 (35)	The figures are lower than the anticipated target because MOVE is unable to claim for any courses that the project has paid for, and must exit people into claimable outcomes within 4 weeks of their start date. In addition, a number of beneficiaries are due to be exited in September/ October 2019, as they are enrolled on college courses starting in the new academic year.
People progress into employment	At least 13% of people enrolled on the project move into education or training on leaving (minimum 88 people)	20	57 (37)	136 (79)	A number of these outcomes were not claimed in the first 18 months of the project as the Lottery required evidence which a number of beneficiaries were unable or unwilling to provide. Subsequently the Lottery clarified that these outcomes could have been claimed without evidence. Job outcomes have not been claimed where a beneficiary has obtained a zero hour/low wage position.
People who were economically inactive when joining the project move into job searching on leaving	At least 27% of people who were economically inactive when joining the project move into job searching on leaving (minimum 91 people)	0	4 (4)	32 (26)	Exits into active job search have been unpopular with delivery partner staff who aim to achieve a long-term sustainable outcome for beneficiaries. In year 2 it was estimated that most of the 64 economically inactive beneficiaries for which this outcome might have been claimed instead achieved a learning or employment outcome. In year 3 there has been an increase in beneficiaries being exited into active job search. This reflects an increase in the number of project-run 'job clubs' and other light touch support provided by delivery partners.
People who receive childcare support	100% of people that need access to childcare in order to participate in the project receive childcare support	N/A	N/A	N/A	The Lottery does not require the project to report against this outcome. Information from delivery partners confirms that all beneficiaries requesting access to childcare support received it.

At the end of June 2019, 700 beneficiaries had received support from MOVE, exceeding the funder's target of 672. The main report provides more detailed information about the results and outcomes achieved by the project.

Analysis of beneficiary data available on APTM (the performance recording mechanism for the project) has been undertaken each quarter and reviewed annually to identify trends. The headline findings from this analysis reveal how:

- MOVE has been delivered to all working age groups, and there has been a consistent gender balance among beneficiaries.
- The project has successfully targeted deprived areas; more than half of beneficiaries live in the 30% most deprived areas.
- The geographical spread of beneficiaries has broadened over the course of the project. While Lincoln, West Lindsey, Boston and North Kesteven have accounted for the largest share of beneficiaries, there has been strong growth in East Lindsey in the last two years.
- The most common circumstances affecting MOVE beneficiaries are: (i) living in a jobless household; (ii) long term health conditions and disabilities; and (iii) lacking basic skills
- The project has seen an increasing focus on economically inactive (versus unemployed) beneficiaries. 37% of beneficiaries were economically inactive in 2017, and this increased to 41% in 2019.
- Beneficiaries who were economically inactive on enrolment have been more likely to find employment/self-employment than those who were unemployed.
- The average period of enrolment of MOVE is 8.5 months, although those who had found employment were enrolled for just under 6 months.
- The following beneficiary characteristics are more strongly associated with finding employment: previously economically inactive; with post-secondary or tertiary education; with dependent children; living in North Lincolnshire, South Holland, Lincoln, or South Kesteven.
- The following beneficiary characteristics are less strongly associated with finding employment: previously unemployed; with primary education only; with a health condition/disability; offender/ex-offender; lacking basic skills; living in East Lindsey or West Lindsey.

Seventy-five beneficiaries were interviewed over the course of the evaluation. Beneficiaries have provided us with the following descriptions of the support they have received from MOVE:

*"I think sometimes you are blind to you own problems. And then it just took someone listening to have a look at what was going on in my life, see what areas were open to me. It was more about identifying a whole range of opportunities that were there that I was blind to."*

*"Helping identify strengths that I have and opportunities that I never thought of."*

*"Help from someone behind my back. Although it became more focussed it was very much about having in the beginning someone who believed in me."*

*“Emotional support from (name of delivery worker) is important - not just about qualifications because if it was just about qualifications, I would have just got them and left that is why I have been coming back.”*

Five main themes emerged from the beneficiary interviews:

1. Beneficiaries have valued the long term support provided by project workers who were pivotal in understanding beneficiary needs and in finding them the right support.
2. Delivery partners developed innovative approaches and pathways without the constraints experienced by some mainstream and/or statutory organisations.
3. A distinctive feature of MOVE has been its ability to promote mutual support and develop relationships amongst beneficiaries.
4. Delivery partners have built upon the strengths of beneficiaries [taking an asset based approach] which has helped beneficiaries to not only identify their own skills and abilities but also to develop self-confidence and belief.
5. The whole ethos of MOVE has been one of providing holistic support in addressing mental, emotional, physical and/or practical needs: *“At that point, I did not necessarily see a way out of where I was. Not about employment directly – the first steps are about building yourself back up as a human being again. Self-belief seems a million miles away when you are in that situation, let alone employment.” “It changes people’s lives; it changed mine in a positive way.”*

The progress of beneficiaries has been measured using a distance travelled questionnaire carried out at the start and end of a beneficiary participating in the project. The results from the analysis of these questionnaires reveal that even where a beneficiary may not have achieved a ‘hard’ result (e.g. getting a job, gaining a qualification) MOVE has succeeded in helping them make significant personal progress (e.g. increasing their confidence, improving their personal wellbeing, trying out new things, participation in social activities).

As of the end of June 2019 full distance travelled data has been available for 51% of participants exiting the project. Of those completing the distance travelled measures:

- 81% reported that their confidence relating to applying for work, learning or volunteering had increased.
- 90% reported that as a result of MOVE they had taken positive steps towards achieving their goals.
- 69% reported they were either ‘very likely’ or ‘extremely likely’ to continue taking positive steps after leaving the project.
- 85% reported that they would have been unlikely to get the same kind of support elsewhere.

Social Return on Investment (SROI) is a way of valuing some of the less tangible outcomes achieved by beneficiaries. To undertake SROI analysis we have used the Social Value Engine (<http://socialvalueengine.com/>). The Engine was developed by Rose Regeneration and East Riding of Yorkshire Council, is accredited by Social Value UK, and provides some 200+ peer-reviewed and robust financial

proxies. We looked at 17 ‘less tangible’ outcomes being delivered by MOVE – for example: beneficiaries engaging in learning, increased levels of self-confidence, participating in activities in their local community, trying a new activity, frequently volunteering – and ascribed a financial proxy to each of these outcomes. These were added up and divided by the cost of the project. This figure was then adjusted to take account of what we call ‘deflators’: these are other factors that may have also have affected the beneficiaries achieving these outcomes (e.g. other organisations supporting them on their employability journey). After taking account of these external factors, the analysis found **MOVE has delivered £9.28 of social value for every £1.00 invested**. As a reference point, from looking at the 80+ regular users of the SVE and their project reports, a return of £1.00-£12.50 is seen as a good result without overstating results.

## 2. Problems and Constraints

Over the last 3 years the following difficulties were highlighted by the lead body and/or the MOVE partnership:

- Within some delivery partner organisations the people writing the bid and those involved in delivery were different. In some cases this affected the set up and/or implementation of project systems, costings/finance, having adequate admin support and securing strategic buy-in from across their organisation.
- Funder requirements - changes to guidance and documentation (particularly in years 1 and 2) placed additional administrative requirements on the lead body and/or delivery partners. There were also examples of some beneficiaries finding it difficult to provide evidence of their eligibility – the introduction of ‘self declaration’ helped to reduce this.
- APTM – the system has been updated over the course of the project leading to changes in the options available and how information is recorded. For example, the ‘outcomes’ option disappeared from the beneficiary record and was replaced by the ‘Tracker’ option. ‘Yes/No’ options in some columns defaulted to ‘True/False’. The fortnightly newsletter has provided delivery partners with updates on how to use the system and any problems encountered. The lead body and other leads covering the other 3 BBO projects in Greater Lincolnshire met jointly with APTM to highlight difficulties and explain the functionality required.
- For some delivery partners MOVE is one of several projects they have been delivering whereas for other delivery partners it has formed a large part of their activity. There have been instances where the use of part-time delivery staff and high staff turnover has affected delivery partner participation in MOVE.
- Over the last 3 years the project has achieved outcomes for beneficiaries that cannot be claimed. For example, beneficiaries moving into learning/qualifications do not count if the project has paid even though they might otherwise not have been able to undertake the activity. Volunteering is also not a claimable outcome for the funders. Even though some outcomes have not been claimable (i.e., count towards targets and results) capturing this information as part of the monitoring process was seen as invaluable in demonstrating how MOVE supports people in an individual and holistic way on their journey towards and into work.



### 3. Lessons Learned, Shared Learning and Recommendations

In year 3 delivery partners made a transition to outcomes and exiting beneficiaries. This has led the MOVE partnership to reflect upon:

- *The admin and office support needed to support the delivery of MOVE.* The lead body provided 12 delivery partners with additional admin resources. This not only improved compliance but also improved support as delivery staff time was freed up to work with beneficiaries. To overcome this in the extension and any other successor project, delivery partners suggested involving strategic and operational staff in estimating the resources and costings required to deliver – confirming that this would ensure all partners use the same starting point/assumptions in developing and then implementing the project.
- *The accessibility of the project* – for delivery partners, beneficiaries and/or for running group work. MOVE has worked to overcome some of the challenges facing beneficiaries who want to take-up the diversity and breadth of support available from MOVE but who live in rural and coastal areas without good links to public transport or access to a car (i.e., MOVE can cover the beneficiary's travel costs). While geographic coverage has increased and there have been changes in the areas some delivery partners cover (e.g. Framework working in South Holland), delivery partners are now looking at how, through the extension, they can offer support through outreach (in suitable community venues) and/or provide a blended delivery approach with a mix of face-to-face, telephone and online sessions.
- *What does success look like?* Delivery partners have described how 'success' is different from what they expected it to be at the outset of the project. MOVE has increased the self-awareness, self-esteem, resilience, independence and improvements in the day-to-day living of beneficiaries. MOVE has also played a pivotal role in helping beneficiaries realise where they are on their employability journey – and has helped them to identify and address the underlying issues that have prevented them from progressing on that journey.

### 4. The MOVE Partnership

Over the last 3 years MOVE has built the local supply chain by bringing together 26 delivery partners to support people towards and into employment. The lead body and delivery partners have worked together over this period to:

- *Improve project systems to ensure they were aligned to beneficiary needs, funder requirements and delivery partner behaviours* (e.g. there was a review of every beneficiary on MOVE at quarterly compliance meeting held between the lead body and each delivery partner). The fortnightly newsletter, website and delivery group meetings provided opportunities for the lead body to update delivery partners on process, systems and funding requirements – and other information about the project that could be collected even if it could not be claimed as an outcome (e.g. social activities, volunteering, learning).
- *Understand how/why beneficiaries enter, disengage, re-engage and/or exit MOVE – and how these often relate to non-work/employability issues* which need to be addressed before a beneficiary can

progress towards or into employment. This has led delivery partners to work with beneficiaries in ways that make it clear what people wanted to achieve through their participation in MOVE (e.g. increasing confidence, being open to and/or able to travel to access opportunities, having a more positive attitude). This has provided important contextual information alongside the distance travelled questionnaire and SROI analysis.

- Put in place plans for the *3-year extension project (MOVE BBO 2)*. This includes considering future budget, targets, results and outcomes; data collection and analysis [information not routinely captured that it would be good to collect e.g. social activities]; systems and processes (e.g. enrolment booklet for beneficiaries, APTM updates).
- Put in place *plans during and beyond the life of MOVE BBO 2*. This includes the continuation of future funding working groups which look at the wider application of MOVE and identify gaps in support.

In addition to the external evaluation, the lead body appointed an internal evaluator. We have been in regular contact with the internal evaluator, project co-ordinator and project administrator to join up our activities and share information and progress.

### 5. Where Next?

In May 2019 the lead body received confirmation that MOVE had been successful in its application for a 3-year extension [MOVE BBO 2]. This document highlights some of the key findings and learning from MOVE that could inform the design and delivery of the extension.

## INTRODUCTION

Greater Lincolnshire MOVE (Moving on, Volunteering & Employability) was a 3-year project funded by The National Lottery Community Fund and the European Social Fund (ESF) as part of the Building Better Opportunities programme (BBO). The project set out to provide a range of support and interventions to help economically inactive and unemployed people to start on the road into employment – and aimed to support 336 unemployed people and 336 people who are economically inactive and furthest from the labour market.

In November 2016 Rose Regeneration, Lincoln International Business School (University of Lincoln) and Ann Hindley (Cross Keys Associates) were commissioned by Urban Challenge Ltd [the lead body] to monitor and assess the progress of the project as a whole against its targets and outcomes and consider the effectiveness of the partnership.

Our evaluation of the first year of the project was produced in August 2017 and for the second year in August 2018. This document provides a summary of both the key findings from the external evaluation in year 3 and how these build on findings from years 1 and 2.

In May 2019 the lead body received confirmation that MOVE had been successful in its application for a 3-year extension [MOVE BBO 2]. This document also highlights some of the learning from MOVE that could inform the design and delivery of the extension.

### About the Evaluation

The evaluation overall has been both 'formative' (taking place during the development and delivery of the project) and 'summative' (assessing the project at the end of year 3). This has been important because it has provided the lead body and MOVE partnership with ongoing feedback (which they have used to make real-time modifications during delivery) and helped to see what can be learnt and improved in the extension and any other successor project(s).

The aims of the evaluation were to:

- ✓ Analyse and demonstrate the impact and outcomes of Greater Lincolnshire MOVE.
- ✓ Identify any problems and constraints encountered.
- ✓ Identify lessons learned, share learning and make recommendations for the implementation of future projects.
- ✓ Analyse the functionality of the MOVE partnership.

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In addition to commissioning an external evaluation, Urban Challenge Ltd appointed an internal evaluator. We have been in regular contact with the internal evaluator, project co-ordinator and project administrator to join up our activities and share information and progress.

Over the three year period our external evaluation has comprised three strands:

- I. Process evaluation - this is an assessment of how MOVE has been implemented and if it was implemented as intended.
- II. Impact evaluation – this is an assessment of the impact and achievements of MOVE on beneficiaries.
- III. Economic evaluation - this is an assessment of whether the project has offered value-for-money to the Lottery/ESF and/or whether it could have been more effective economically.

The table below summaries the activities undertaken over the duration of the external evaluation:

	Year	Activities	Outputs
<b>Formative</b>	1	<ul style="list-style-type: none"><li>• Baseline and Theory of Change</li><li>• Quarterly Data Monitoring</li><li>• Meeting Observations</li><li>• Beneficiary Interviews</li></ul>	<ul style="list-style-type: none"><li>• Sharing and Learning Event</li><li>• Year 1 Baseline Report</li></ul>
	2	<ul style="list-style-type: none"><li>• Quarterly Data Monitoring</li><li>• Meeting Observations</li><li>• Beneficiary Interviews</li><li>• Estimating Social Value</li></ul>	<ul style="list-style-type: none"><li>• Sharing and Learning Event</li><li>• Year 2 Interim Report</li></ul>
<b>Summative</b>	3	<ul style="list-style-type: none"><li>• Quarterly Data Monitoring</li><li>• Meeting Observations</li><li>• Beneficiary Interviews</li><li>• Finalising Social Value Analysis</li><li>• Overall Project and Delivery Partner Costs</li></ul>	<ul style="list-style-type: none"><li>• Sharing and Learning Event</li><li>• Final Report</li></ul>

### Year 3 External Evaluation Activities

The table below summarises the main activities undertaken in year 3 and how this information has been used to produce this document:

Activity	Description	Year 3 Report
Theory of Change	We have updated the 'theory of change' diagram, initially produced in February 2017, following a series of discussions with project staff, delivery partners and the lead body. This flow diagram explains the story of MOVE: from the need for the project through to the activities that have taken place, the outputs and outcomes that have been achieved and the steps involved in making longer term change happen.	1. <i>Process evaluation</i> – review of project objectives
Quarterly Data Monitoring	My Work Search /APTEM Beneficiary Data Analysis: <ul style="list-style-type: none"> <li>• Data downloaded 30 June 2019 – summary report produced 6 August 2019.</li> <li>• Data downloaded 31 March 2019 – summary report produced 26 April 2019.</li> <li>• Data downloaded 31 December 2018 – report produced 23 April 2019.</li> <li>• Data downloaded 31 December 2018 – report produced 23 April 2019.</li> <li>• Data downloaded on 30 September 2018 – report produced on 15 January 2019.</li> </ul>	1. <i>Process evaluation</i> –the identification of key trends and headline information about how the project has operated.
Beneficiary Interviews	Eighteen beneficiaries have been interviewed, nine in the north of the county and nine in the south. Nine were men and nine were women. Eleven interviews were carried out face to face; seven were carried out by telephone.	2. Impact evaluation – beneficiary voices (the impact of the project and outcomes achieved by beneficiaries).
Delivery Group Meetings	The following meetings were attended: Joint North / South delivery group area <ul style="list-style-type: none"> <li>• 24 April 2019, Lincoln</li> </ul> North delivery group area: <ul style="list-style-type: none"> <li>• 16 January 2019, Lincoln</li> </ul> South delivery group area: <ul style="list-style-type: none"> <li>• 24 April 2019, Lincoln</li> <li>• 22 January 2019, Boston</li> <li>• 24 October 2018, Lincoln</li> </ul>	Information from these meetings has been used to inform: <ol style="list-style-type: none"> <li>1. Process evaluation – review of the operational model, governance arrangements and project systems; and the functionality of the MOVE partnership.</li> <li>2. Impact evaluation – the impact and outcomes of the project on the MOVE partnership, communities and stakeholders.</li> </ol>
Stakeholder Interviews	Representatives from two organisations [a school and careers service] were interviewed to gain their external perspectives on Greater Lincolnshire MOVE.	2. Impact evaluation – the impact and outcomes achieved by the project and the wider contribution it has made to communities and the external environment.

Activity	Description	Year 3 Report
Annex I	<p>Reviewed a sample of partner files and beneficiary details on APTEM (NOTES and DOCUMENTS sections) to identify any additional outcomes or learning from group work. This included looking through electronic and paper files relating to:</p> <ol style="list-style-type: none"> <li>1. Delivery partners that had started doing group work but stopped – what didn't work and why?</li> <li>2. Delivery partners that provided group work which was additional to/not set out in their original EOI – what has worked and why?</li> <li>3. From a beneficiary perspective, what were the outcomes from group work (and if/how were these outcomes captured through the monitoring and reporting process)?</li> </ol>	<ol style="list-style-type: none"> <li>1. Process evaluation – the functionality of the MOVE partnership and evidence of strategic added value.</li> <li>2. Impact evaluation – beneficiary voices (the impact of the project and outcomes achieved by beneficiaries).</li> </ol>
Unit costs	<p>Telephone discussions were held with two delivery partners to understand how partners had estimated unit costs at the start of the project and how these figures aligned to the real/actual costs of delivering MOVE.</p>	<ol style="list-style-type: none"> <li>3. Economic evaluation – how much the project cost and whether it has offered value-for-money.</li> </ol>
Social Value	<p>Undertaken analysis of completed distance travelled questionnaires over the 3-years with the internal evaluator.</p>	<ol style="list-style-type: none"> <li>2. Impact evaluation – to estimate the social value delivered by the project.</li> </ol>
Client meetings	<p>The evaluation team held meetings with the lead body on the following dates:</p> <ul style="list-style-type: none"> <li>• 23 July 2019</li> <li>• 30 April 2019</li> <li>• 24 January 2019</li> <li>• 18 October 2018</li> </ul>	<p>Information from these meetings has been used to inform all aspects of the (1) process, (2) impact and (3) economic evaluation.</p>
Sharing and Learning Event	<p>Planned and delivered an event to present the emerging findings from the Year 3 evaluation. These findings were triangulated with the lead body, delivery partners, beneficiaries and stakeholders present.</p>	<p>Information from this event was used to triangulate the findings of the process, impact and economic evaluations and to develop some recommendations for the implementation of the extension and any future project(s).</p>

### Internal Evaluation Activities

The table below summarises the main activities undertaken by the internal evaluator and how this information has been used to support this document:

Activity	Description	Year 3 Report
Distance Travelled Questionnaires	Measuring beneficiaries' personal outcomes and progress using questionnaire tools developed for use by delivery partner staff. Data was collected at the start and end of beneficiaries' involvement in the project and results analysed quarterly.	2. Impact evaluation – the personal/soft outcomes achieved by beneficiaries and the social value delivered by the project.
Delivery Partner Feedback	Carried out face-to-face interviews with a sample of delivery partners and reviewed compliance information compiled by the project co-ordinator, project administration, finance and compliance team to identify key themes and changes made to project systems.	1. Process evaluation – review of the operational model, governance arrangements and project systems; and the functionality of the MOVE partnership.
Quarterly Partnership Meetings and Project Events	Attended quarterly Partnership Management Board meetings, Delivery Group Partnership meetings and the Sharing and Learning Event to: <ul style="list-style-type: none"><li>• Review progress against outcomes.</li><li>• Report on themes/trends identified.</li><li>• Gather delivery partner feedback, insights and ideas.</li></ul>	Information from these meetings has been used to inform: 1. Process evaluation – review of the operational model, communication and project systems; and the functionality of the MOVE partnership. 2. Impact evaluation – the impact and outcomes of the project on the MOVE partnership, delivery partners and other stakeholders.

### About this Document

The remainder of this report sets out the key findings of the evaluation over the last 3 years – informed by the findings in years 1 and 2 and the 3-year extension that has been awarded [MOVE BBO 2]. It is organised into four main sections:

1. The findings from the **process evaluation** – has MOVE followed the approach established at the outset and what project systems were put in place to help economically inactive and unemployed people furthest from the labour market start on the road back to employment? Were any problems or constraints encountered by the project? The functionality of the MOVE partnership – is there evidence of strategic added value?

2. The findings from the **impact evaluation** – what impact and outcomes have been achieved by the project and what wider contribution has it made to beneficiaries, the MOVE partnership, communities, stakeholders and the external environment? This section of the report considers the performance of the project (against Lottery and European Social Fund targets and results); the voice of beneficiaries and the social value it has delivered.
3. The findings from the **economic evaluation** – how much did the project cost and how has MOVE offered value-for-money?
4. **Conclusions** – the ‘stickability’ and sustainability of MOVE.
5. **Where next?** - The identification of lessons learned, shared learning and recommendations for the extension and any other successor project(s).



# 1. PROCESS EVALUATION

**This section of the report considers how performance targets were set and how these have been recorded and monitored.**

In year 1 the external evaluation team reviewed project documentation to understand (i) how performance targets were established for MOVE, (ii) the development of project systems and processes and (iii) to trace an individual beneficiary through the system.

In year 2 the external evaluation team concentrated on (a) updating the 'theory of change' developed in year 1, (ii) reviewing how the project systems and processes had been refined and (iii) looking at how the MOVE partnership had evolved.

In year 3 the external evaluation team has focused upon (1) finalising the theory of change, (2) reviewing a sample of partner files and beneficiary details on APTM and (3) working with delivery partners to understand how data about entry, outcomes and exits are captured.

We have used all of this information to consider if (and how) the project has followed an approach which has helped economically inactive and unemployed people furthest from the labour market start on the road back to employment.

## **Review of Project Objectives (Theory of Change)**

In year 1 a 'theory of change' was produced; this is a flow diagram setting out why MOVE was needed, the activities it would be delivering and the outcomes and longer term change that it wants to see happen.

In year 2 this diagram was reviewed with the lead body, MOVE partnership and beneficiaries. The theory of change was revised to account for the following changes:

- The delivery approach was re-described: in year 1 it was anticipated that MOVE would be delivered through a network of 12 main delivery hubs and 10 access points. In practice, the project is delivered through a more distributed model of delivery partner hubs, community venues and outreach.
- Amended the number of delivery partners to reflect that in year 2 the number of delivery partners reduced from 24 in year 1 to 22. This reduction is due to external factors outside of the project.
- Re-described "residents supporting each other and employment being viewed as the norm" as a longer term goal of the project rather than a specific activity it undertakes.
- Re-described how the focused support beneficiaries receive will lead them "to more fully participate in their local communities" as a longer term goal of the project rather than as a specific activity it undertakes.

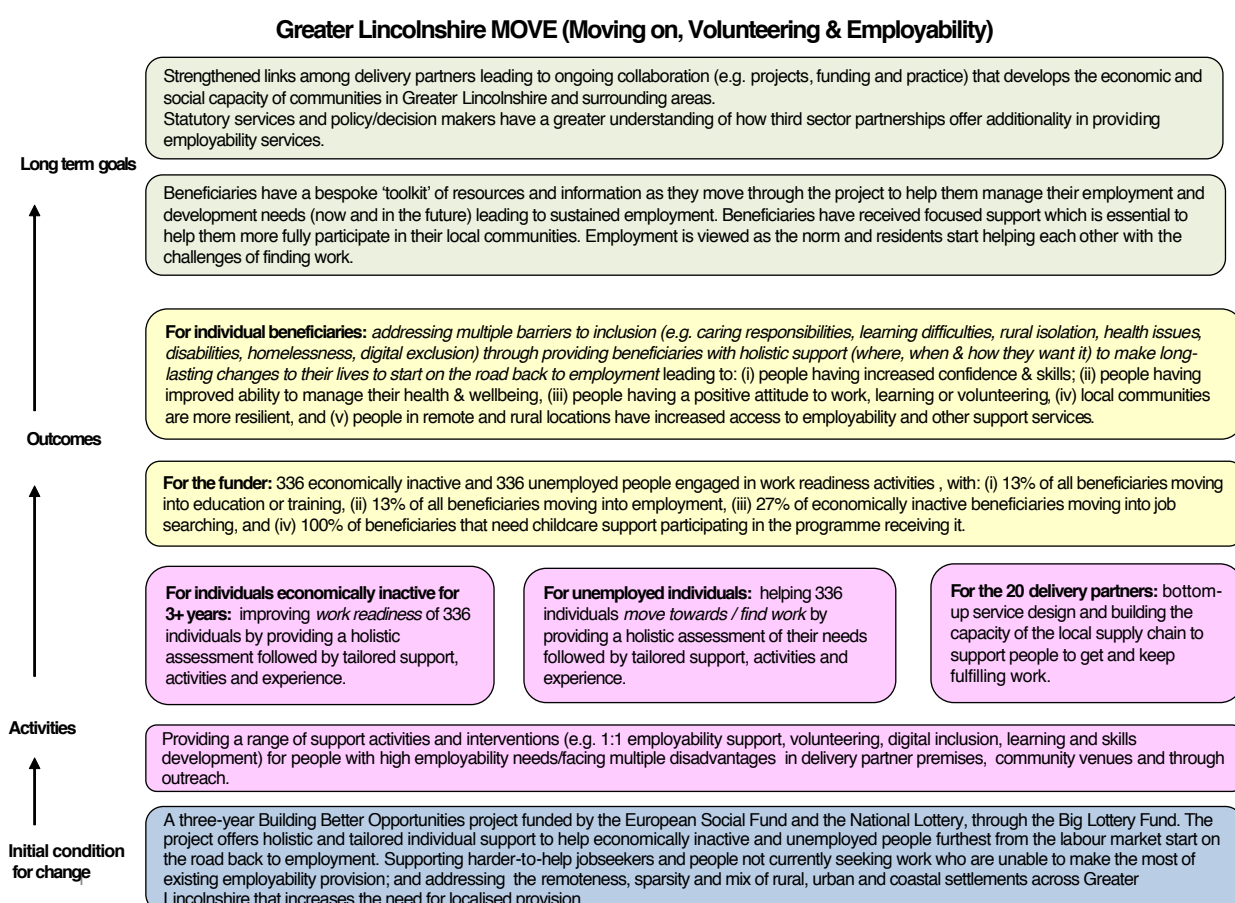
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In year 3 we have reviewed the theory of change with the lead body and MOVE partnership - reducing the number of delivery partners from 22 to 20.

The process of reviewing the theory of change over the last 3 years had taken account of a range of evidence, including:

- Information from previous similar projects and programmes led by the lead body or organisations in the MOVE partnership.
- Lead partner, delivery partner, beneficiary and stakeholder perspectives – before and during delivery.
- Attendance at MOVE meetings, events and activities.

The diagram below shows the final theory of change:



### Review of Operational Model and Governance Arrangements

In year 1 the external evaluation team reviewed the organisational structure for the project. This included exploring how the lead body and delivery partners had assigned roles and responsibilities to staff; and identified a delivery approach, timetable and resources. We found these approaches followed the methodology described in the Stage 2 Project Plan (prepared as part of the funding application).

In year 2 we reviewed the operational model and identified the following key refinements:

- *An increase in the geographical coverage of the project:* at the Expression of Interest (EOI) stage partners specified which districts of Greater Lincolnshire they wanted to operate in. In practice, delivery started earlier in some districts (i.e., Lincoln and West Lindsey) and later in other areas (e.g. East Lindsey). The lead body worked with delivery partners to ensure the MOVE partnership covers Greater Lincolnshire. This led some delivery partners to expand into new areas not specified at the EOI stage.
- *A distributed model of delivery:* when the project started it was anticipated delivery would take place at main delivery hubs (in Scunthorpe, Grimsby, Lincoln, Gainsborough, Market Rasen, Sleaford, Boston, Grantham, Spalding, Skegness, Horncastle and Louth) and access points (at Immingham, Barton, Kirton in Lindsey, Caistor, Saxilby, Bourne, Stamford, Sutton Bridge, Billingham and Mablethorpe). In practice, the project has been delivered at delivery partner premises, in community venues and through outreach.
- *A reduction in the number of delivery partners:* from 24 partners in year 1 to 22 partners in year 2.
- *Recognition by many delivery partners of the distance beneficiaries need to travel on their journey towards/into employment:* delivery partners recognise how much time beneficiaries need staff to spend with them which is more concentrated than partners thought it might be when they each designed their delivery approach.

In year 3 we looked again at the operational model and noted the following developments:

- *Recognition by some delivery partners of the admin and office support needed to deliver MOVE.* This led the lead body to provide 12 delivery partners with additional admin resources. This improved compliance and increased support as delivery staff time was freed up to work with beneficiaries.
- *Increased focus on the accessibility and reach of the project* – for delivery partners, beneficiaries and/or if delivering group work. MOVE has worked to overcome some of the challenges facing beneficiaries who want to take-up the diversity and breadth of support available from the project but who live in rural areas without good access to public transport or access to a car (e.g. beneficiary travel costs could be covered by MOVE). While geographic coverage increased - and some delivery partners expanded the area they covered (e.g. Framework working in South Holland, Sortified in the north of Greater Lincolnshire); delivery partners started to look at how they could offer support through outreach (in suitable community venues) and/or provide a blended delivery approach with a mix of face-to-face, telephone and virtual sessions in the extension.
- Some delivery partners have been involved in more than one BBO project in Greater Lincolnshire. The lead body for MOVE has worked with the 3 other BBO projects to ensure the paperwork is consistent

*across all 4 programmes.* The lead body for MOVE has taken the lead on compliance (going through updated ESF and Lottery guidance). Quarterly meetings of all Greater Lincolnshire BBO leads have taken place – and some joint events held for delivery partners (e.g. sustainable development day, annual MOVE sharing and learning events). The BBO leads have also jointly met with APTM to provide feedback and request updates on systems and processes.

### Review of Project Systems

In year 1 the external evaluation team reviewed how the project systems and processes had been set up – concluding these followed the performance monitoring, systems and procedures described in the Stage 2 Project Plan (prepared as part of the funding application).

In year 2 we looked at how the project systems were being implemented and noted the following refinements:

- MOVE is one of 3 BBO projects operating across Greater Lincolnshire. The lead body has worked with the other BBO projects to streamline paperwork. This means for delivery partners working on MOVE and one or more BBO projects the forms are the same. This has led to efficiency in administrative systems and paperwork.
- The project systems for MOVE meet beneficiary needs and fit with delivery partner behaviour. For example, there is a review of every beneficiary on MOVE at quarterly compliance meetings held between the lead body and each delivery partner.
- Regular communication and information sharing between the lead body and delivery partners. For example: a MOVE newsletter is prepared by the lead body and circulated to the MOVE partnership every 2 weeks. This contains information about ‘MOVE matters’ i.e., any changes or updates to files, paperwork and processes; delivery group meetings; training and events; and ‘non-MOVE matters’ i.e., information about other initiatives (employability and non-employability related); funding opportunities and job vacancies.
- The MOVE website – this has been regularly updated with delivery partners able to log in to see sample beneficiary files and how to complete paperwork.
- The cross-cutting themes have been embedded and operationalised in MOVE. For example, a sustainability day was held in Skegness for delivery partners (covering transport, wellbeing and everyday green actions); at meetings with the internal evaluator delivery partners were asked about cross-cutting themes (i.e., equality and diversity / sustainable development) and how these inform project delivery.

In year 3 we have again reviewed improvements made to systems by the lead body and/or MOVE partnership. The fortnightly newsletter and MOVE website have increasingly been used by the lead body and delivery partners to support project delivery – including posting links to online tutorials to explain how, when and where to upload information on APTM. In year 3 we also reviewed a sample of partner files and beneficiary records loaded on APTM. This highlighted the following examples of good practice:

- Some delivery partners have used the NOTES section to provide information about the non-employment needs / issues facing beneficiaries (e.g. partner being in prison, domestic abuse, rent arrears and debt, childcare) which provide important contextual information about how MOVE has supported those furthest from the labour market.
- For beneficiaries supported by Boston College, the DOCUMENTS section contains a review sheet which details [for each beneficiary] the date of meeting, summary of discussion, previous targets and whether these have been met, and actions/targets to work towards before the next meeting. These sheets are signed by the delivery staff and the beneficiary.
- Some delivery partners have used the DOCUMENTS section to download the My Work Search (MWS) tools used by beneficiaries (e.g. career interest questionnaire). The NOTES column then details if/how beneficiaries have followed up the suggestions – with evidence of some beneficiaries looking for volunteering and work experience opportunities.
- For some beneficiaries, the DOCUMENTS section contains business plans written by them and/or demonstrates how these business plans have been improved through working with delivery partners (e.g. supporting beneficiaries to identify transferable skills from previous work, volunteering or community work). This again contains information about tools used on MWS (e.g. transferable skills profiles).
- The participant progress form, loaded onto DOCUMENTS, provides details about each beneficiary's attendance and development on MOVE.
- Reading NOTES and DOCUMENTS alongside each other has revealed information about how/why beneficiaries enter, disengage and re-engage with MOVE – and how these often relate to non-work/employability issues which need to be addressed before a beneficiary can progress on MOVE. This has further highlighted what beneficiaries have been looking to achieve through participating in MOVE (e.g. increasing confidence, being open and/or able to travel to access opportunities and having a positive attitude have all been consistent themes rather than seeking money and qualifications).
- In some of the files delivery partners have recorded additional beneficiary feedback about how they have benefitted from MOVE: *"I really thought the service helped me with emotional support when I had nobody else to talk to and I feel [name of delivery staff member] helped me during this difficult period to focus on what I needed to do to elevate myself out of my situation"*.
- There is evidence in some beneficiary files of them recommending MOVE to their peers, including after they have exited the project.

### Data Analysis

In year 1 the external evaluation team undertook a quarterly and then annual analysis of beneficiary data to understand the key demographic characteristics of beneficiaries, the circumstances affecting their employability and their geographical distribution. In year 2 we expanded this quarterly and annual analysis to review the geographic spread and rural/urban home location of beneficiaries. In year 3, the analysis has focused on exploring the activities of project leavers, including their employment outcomes, length of time on the project, and understanding the factors that have led to different outcomes.

At the end of June 2019, 700 beneficiaries had received support from the MOVE project. 476 were identified as having left the project; 19% had found employment, 34% were identified as being unemployed, and 14% were economically inactive. The destination was unknown for 32% or 224 of the beneficiaries.

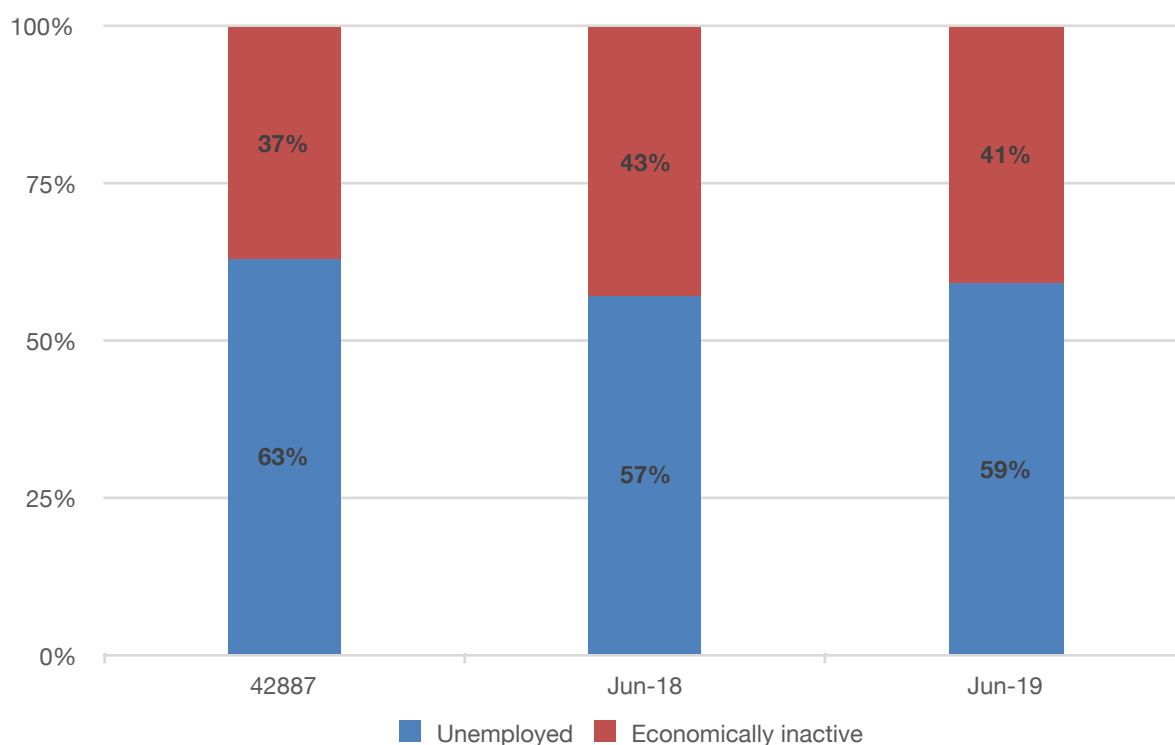
There are a number of overarching findings that can be observed across the three years of analysis:

- MOVE has been delivered to all working age groups, and there has been a consistent gender balance among beneficiaries.
- The project has successfully targeted deprived areas; more than half of beneficiaries live in the 30% most deprived areas.
- The geographical spread of beneficiaries has broadened over the course of the project. While Lincoln, West Lindsey, Boston and North Kesteven have accounted for the largest share of beneficiaries, there has been strong growth in East Lindsey in the last two years.
- The most common circumstances affecting MOVE beneficiaries are: (i) living in a jobless household; (ii) long term health conditions and disabilities; and (iii) lacking basic skills
- The project has seen an increasing focus on economically inactive (versus unemployed) beneficiaries. 37% of beneficiaries were economically inactive in 2017, and this increased to 41% in 2019.
- Beneficiaries who were economically inactive on enrolment have been more likely to find employment/self-employment than those who were unemployed.
- The average period of enrolment of MOVE is 8.5 months, although those who had found employment were enrolled for just under 6 months.
- The following beneficiary characteristics are more strongly associated with finding employment: previously economically inactive; with post-secondary or tertiary education; with dependent children; living in North Lincolnshire, South Holland, Lincoln, or South Kesteven.
- The following beneficiary characteristics are less strongly associated with finding employment: previously unemployed; with primary education only; with a health condition/disability; offender/ex-offender; lacking basic skills; living in East Lindsey or West Lindsey.

### **Employment Status of Beneficiaries on Enrolment**

Between years 1 and 2, there was a gradual increase in the proportion of beneficiaries who were classed as economically inactive (versus unemployed) on enrolment. Between June 2017 and June 2018, the proportion of economically inactive beneficiaries increased from 37% to 43%. This fell back slightly in the final year of the project, with economically inactive beneficiaries accounting for 41% of the total in June 2019. Nevertheless, MOVE has demonstrated an increasing focus on economically inactive beneficiaries of the course of the project (graph 1).

*Graph 1: Economically Inactive vs Unemployed Beneficiaries, June 2017, 2018 and 2019*

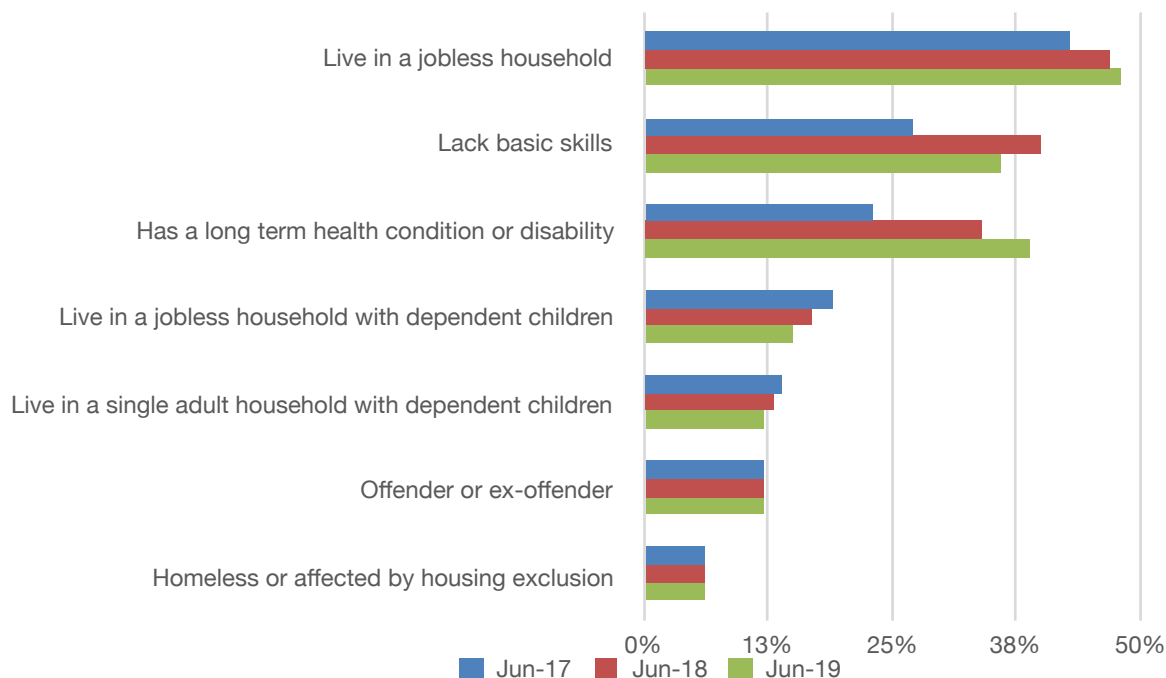


### **Circumstances of MOVE Beneficiaries**

Graph 2 shows the range of circumstances that have affected beneficiaries and their return to employment, for June 2017, 2018 and 2019. The most common circumstances affecting MOVE beneficiaries throughout the three years of MOVE are: living in a jobless household; long term health conditions and disabilities; and lacking basic skills.

The proportion of those that live in a jobless household and have long term health conditions or disabilities has increased over the course of the project. The proportion of those living in a jobless or single adult household with dependent children has declined slightly over the course of the project. Those affected by homelessness or that had been offenders have accounted for a consistent proportion of beneficiaries throughout the project, at 6% and 12% respectively.

*Graph 2: Circumstances of MOVE Beneficiaries*

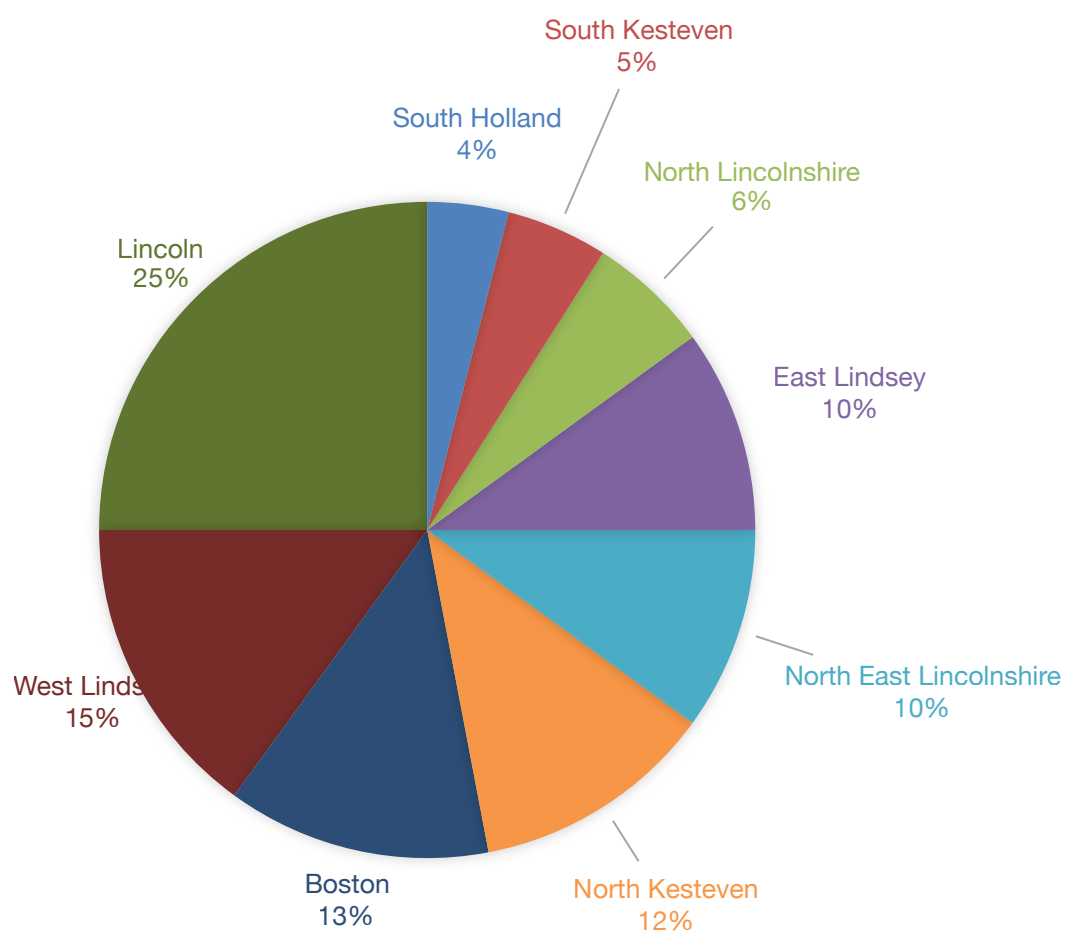


### **Geographic Spread of Beneficiaries**

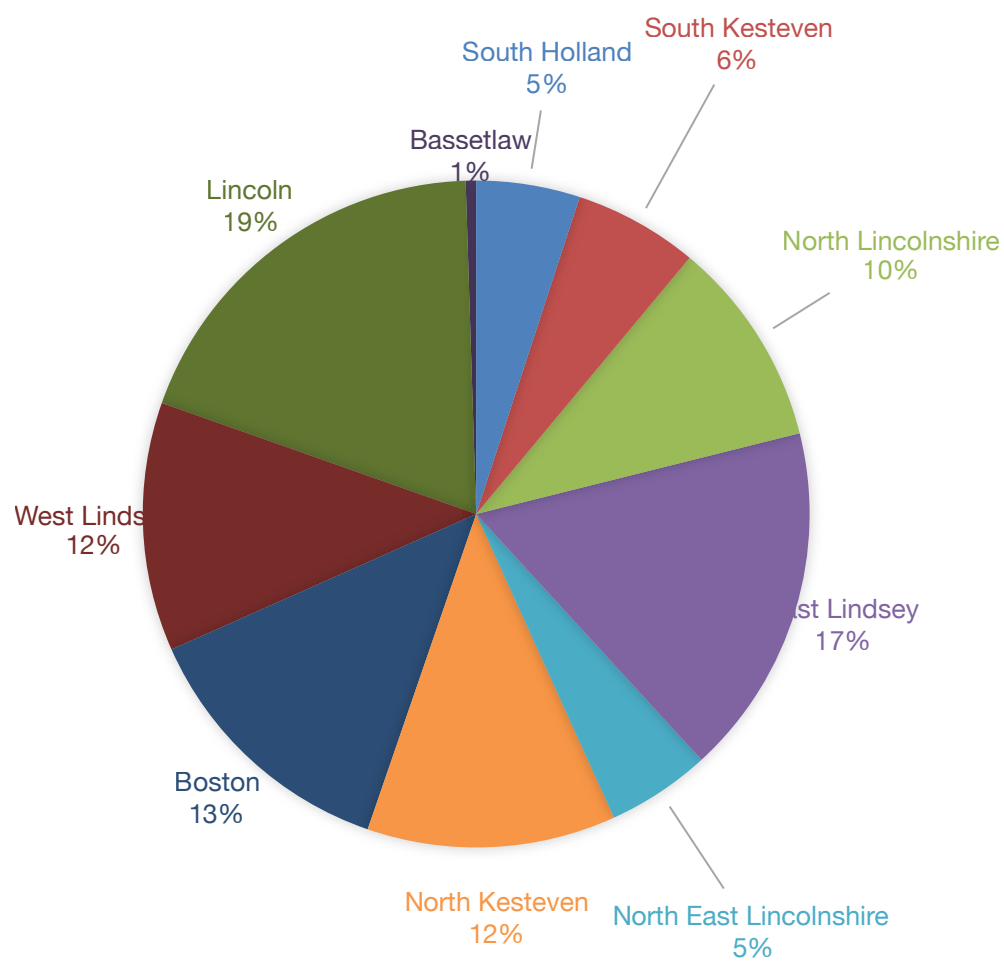
The location of beneficiaries has broadened over the course of the project. In June 2017, Lincoln and West Lindsey together accounted for 40% of beneficiaries. These two districts now account for 31% of beneficiaries. Other districts have increased their share substantially, with East Lindsey in particular growing from 10% to 17%. However, North East Lincolnshire has decreased its share of beneficiaries from 10% to 5% of the total.



*Graph 3: Home Location of MOVE Beneficiaries (at 31 June 2017)*



*Graph 4: Home Location of MOVE Beneficiaries (at 31 June 2019)*



### Delivery to Beneficiaries in Deprived Areas

MOVE has targeted deprived areas effectively. Table 1 shows more than half of beneficiaries live in areas that fall within the 30% most deprived nationally, according the Index of Multiple Deprivation 2015. This has been a consistent pattern across the three years of delivery.

*Table 1: Home location of MOVE beneficiaries by Index of Deprivation Decile*

Variable	Category	% Beneficiaries June 2017	% Beneficiaries June 2018	% Beneficiaries June 2019
Percentage of beneficiaries in each Index of Deprivation Decile (1= in 10% most deprived areas nationally)	1	22%	21%	23%
	2	14%	14%	14%
	3	17%	17%	15.5%
	4	14%	13%	13%
	5	11%	12%	12%
	6	7%	6%	6%
	7	6%	6.5%	6%
	8	5%	7%	6%
	9	3%	4%	4%
	10	1%	0.5%	0.5%

### Delivery Across Rural and Urban Areas

The MOVE project continues to be delivered to beneficiaries who live primarily in urban locations (table 2). At June 2019 25.5% of MOVE beneficiaries live in rural areas, which is 1 percentage point higher than for June 2017. This is contrast the overall population profile of Lincolnshire, where 42% of residents live in rural areas.

*Table 2: Home Location of Beneficiaries, by Rural Urban Classification*

	BBO MOVE Beneficiaries June 2017	BBO MOVE Beneficiaries June 2019	Greater Lincolnshire Population (ONS, 2011)	England and Wales Population (ONS, 2011)
Urban: Major Conurbation			58%	33.2%
Urban: Minor Conurbation				3.5%
Urban: City and Town	75%	72.8%		45.3%

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	BBO MOVE Beneficiaries June 2017	BBO MOVE Beneficiaries June 2019	Greater Lincolnshire Population (ONS, 2011)	England and Wales Population (ONS, 2011)
Urban: City and Town in a Sparse Setting	0.8%	1.6%	42%	0.3%
Rural: Town and Fringe	14%	13.3%		9.2%
Rural: Town and Fringe in a Sparse Setting		0.9%		0.6%
Rural: Village and Dispersed	10%	10.5%		7.2%
Rural: Village and Dispersed in a Sparse Setting	0.4%	0.9%		0.9%

### Destination of MOVE Leavers

At June 2019, destinations were identified for 476 of the 700 beneficiaries. Graph 2 reveals how 19% of the 700 beneficiaries had found employment, 34% were identified as being unemployed, and 14% were economically inactive. The destination was unknown for 32% or 224 of the beneficiaries.

Fifty one, or 7% of the 700 beneficiaries, were engaged in education or training upon leaving. Forty or 20% of those who were identified as unemployed on leaving were engaged in education or training.

*Taking only those that were identified as having a specific destination, 136 (28%) had moved into employment, 240 (50%) were unemployed, and 100 (21%) were economically inactive. Taking this group alone, 50% of leavers were economically active, whether in employment/self-employment or actively seeking work.*

*Graph 5: Destinations of MOVE leavers*

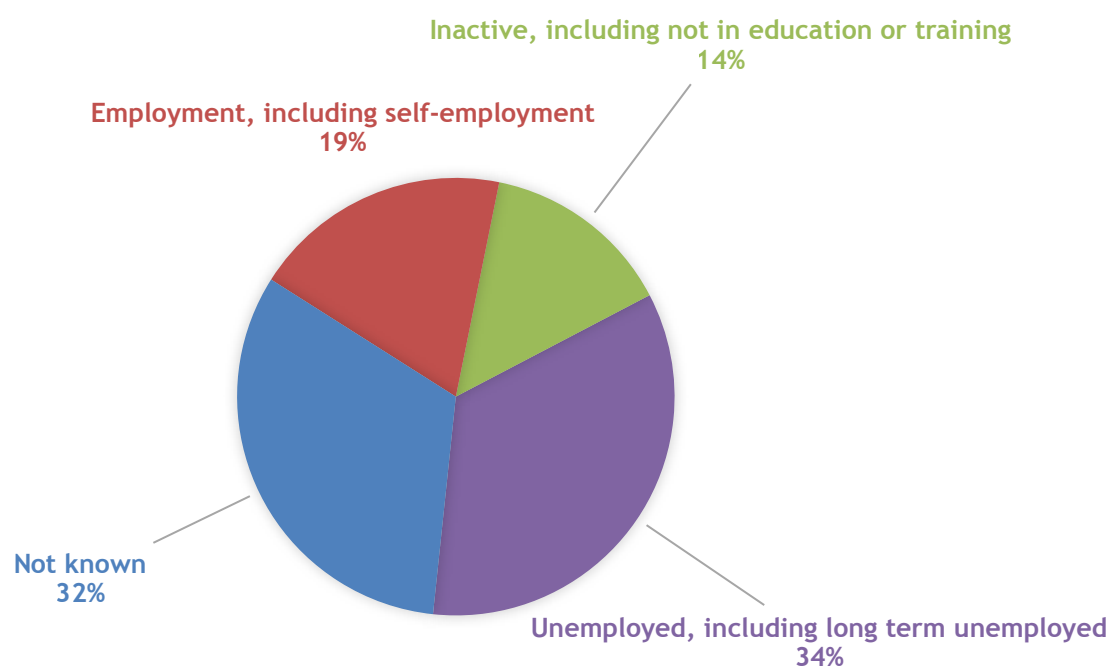


Table 3 shows how beneficiaries who had been economically inactive when enrolling on MOVE were most likely to have found employment (23%). A further 11% had moved into employment, meaning that 44% of people who were economically inactive when they first enrolled on MOVE were no longer economically inactive when they left the project.

17% of those who were unemployed on enrolment with MOVE had found employment when leaving the project, while just over half remained unemployed.

*Table 3: Employment Status on Enrolment vs Leaving MOVE*

Employment Status on Enrolment	Employment Status on Leaving				Total
	Not Known	Employed, Including Self-Employed	Inactive, Including Not in Education or Training	Unemployed, Including Long-Term Unemployed	
Inactive, including not in education or training	30.8%	23.4%	34.6%	11.2%	100.0% (N=286)
Unemployed, including long-term unemployed	32.9%	16.7%	0.2%	50.2%	100.0% (N=414)
Total	32.0%	19.4%	14.3%	34.3%	100.0% (N=700)

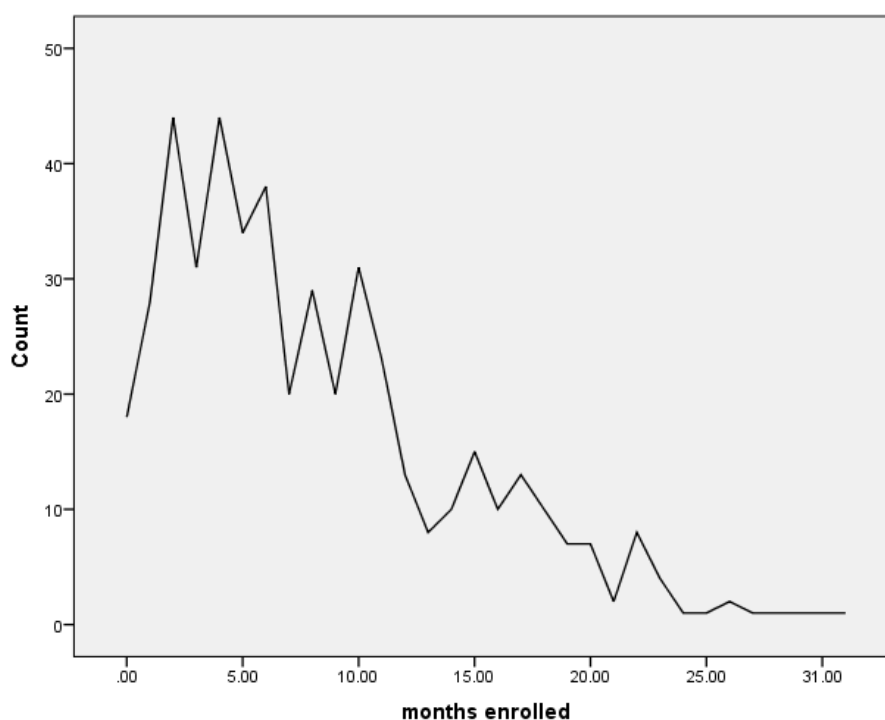
### Time Enrolled on MOVE

Beneficiaries spent an average of 8.5 months enrolled on MOVE. Graph 6 shows how this average is likely to be skewed by a relatively small number of beneficiaries who have been enrolled for longer than 18 months.

Beneficiaries who were previously economically inactive spent more time on MOVE (9 months) than those who were previously unemployed (just under 8 months). Beneficiaries who had left MOVE for employment had spent less time on the project (just under 6 months) than those who were economically inactive or unemployed upon leaving (9 months).

The circumstances of beneficiaries does not appear to have affected their period of enrolment, on average, with the exception of those who were homeless or affected by housing exclusion. This group of beneficiaries was enrolled for an average of 13 months, and suggests that they faced greater barriers to employment than other groups within MOVE.

*Graph 6: Length of time enrolled on MOVE*



*Table 4: Length of time enrolled on MOVE, by beneficiaries' characteristics*

Characteristics	Length of Time on MOVE (Months)
<b>Gender</b>	
Female	8.1
Male	8.2
<b>Employment status on enrolment</b>	
Inactive	9.1
Unemployed	7.7
<b>Employment status on leaving</b>	
Employed	5.9
Inactive	9.5

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Characteristics	Length of Time on MOVE (Months)
Unemployed	9.0
Engaged in education or training	9.0
<b>Circumstances of beneficiaries</b>	
Jobless household	8.8
Jobless household with dependent children	8.6
Single adult household with dependent children	8.5
Homeless or affected by housing exclusion	13
Offender/ex-offender	8.1
Lack basic skills	8.6
Long term health condition or disability	8.8

Analysis of those who had moved into employment/self-employment, as set out in Table 5, suggests that a similar proportion of males and females have moved into employment. As previously discussed, a greater proportion of those who were previously economically inactive (23%) have moved into employment compared with those who were unemployed (17%). Education appears to affect the propensity of beneficiaries to move into employment; i.e., those with a post-secondary and tertiary education are most likely to have found employment.

Those with dependent children, 21-22% of beneficiaries, have demonstrated a higher rate of moving into employment compared with other groups. In contrast, those affected by health conditions and disabilities, and those who are offenders or ex-offenders, have had a lower rate of movement into employment, at around 15%. Those affected by homelessness showed the lowest rate, at 11%.

27% of beneficiaries in South Holland and 25% in North Lincolnshire moved into employment, which are the highest rates among the Local Authority Districts. A lower proportion of beneficiaries from East Lindsey (18%), West Lindsey (16%) and North East Lincolnshire (3%) moved into employment.



*Table 5: Proportion of beneficiaries moving into employment/self-employment,  
by key demographic characteristics*

Variable	Characteristics	% of Beneficiaries who have Moved into Employment/Self-Employment	Number of Beneficiaries who have Moved into Employment/Self-Employment
<b>Gender</b>	Male	19.1%	361
	Female	19.8%	339
<b>Employment status on enrolment</b>	Unemployed	16.7%	414
	Economically Inactive	23.4%	286
<b>Educational level</b>	Primary education only	14.7%	68
	Lower secondary education	19.12%	173
	Upper secondary education	18.3%	290
	Post-secondary education	19.8%	106
	Tertiary education	30.2%	63
<b>Circumstances</b>	Jobless household	17.2%	338
	Jobless household with dependent children	21.5%	107
	Single adult household with dependent children	22.2%	81
	Limiting long term health condition or disability	14.6%	274
	Offender or ex-offender	15.3%	85
	Homeless or affecting by housing exclusion	11.4%	44
	Lack basic skills	16.9%	254
<b>Local Authority District</b>	Boston	19.6%	92
	East Lindsey	18.2%	121
	Lincoln	22.6%	133
	North East Lincolnshire	2.8%	36
	North Kesteven	18.4%	87
	North Lincolnshire	25%	72
	South Holland	27.3%	33
	South Kesteven	20%	40
	West Lindsey	16%	81
<b>Total</b>		<b>19.4%</b>	700

### **The Functionality of the MOVE Partnership – Evidence of Strategic Added Value?**

Since the project started a number of changes have been made to standard systems. We call this 'Strategic Added Value' (SAV). The following examples were recorded in the monitoring of the MOVE:

<b>Added Value</b>	<b>Evidence from the MOVE Partnership</b>
Standard induction process	This assisted in getting delivery staff up to speed as quickly as possible and ensured everyone involved in MOVE received the same information about its design, operation, delivery and evaluation.
Data collection	The introduction of new data collection methods – including SROI outcomes (distance travelled questionnaire) and standard way of collecting case studies (participant story template). Delivery partners have also shared progression tools they use to collect data across the MOVE partnership.
Online platform and fortnightly newsletter	These have provided regular updates to delivery partners in ways that have led to project efficiencies.
Support guide / partners handbook	This contained information about all of the delivery partners, the geographic area they covered, the MOVE offer, information about cross-referrals and contact details.
Collaboration among partners	Internally: <ul style="list-style-type: none"><li>• The project has brought together a diverse group of Voluntary and Community Sector (VCS) organisations – some of whom had not worked together before and/or would not have been able to deliver an employability project on this scale without joining the consortia.</li><li>• The project has increased joint working amongst delivery partners within MOVE (e.g. the cross-referrals process).</li><li>• The project has increased delivery partner collaboration outside of MOVE (e.g. jointly advertising and holding safeguarding, equality and diversity training).</li></ul> Externally: Delivery partners have built relationships with a range of agencies to assist in the referrals process and in the support they provide to beneficiaries (e.g. working alongside Jobcentre Plus, schools, colleges and community groups; liaising with health and care professionals).

Added Value	Evidence from the MOVE Partnership
Future funding	<p>A series of working groups were set up by the lead body with (and led by) delivery partners to scope the potential future development of the project and its wider application.</p> <p>MOVE has opened up new funding opportunities for delivery partners e.g. Lincolnshire Community Foundation MAST (Make A Start) which has been accessed by Sortified and VANEL.</p>
Social activities	<p>These activities have sometimes been initiated and led by beneficiaries. They include a writing group, coffee mornings, allotment, book/DVD swapping session and craft sessions. They often require little direct support from the delivery partner (e.g. meeting space and refreshments). They provide an exit strategy for some beneficiaries. They also support beneficiaries around meeting their ongoing physical, mental and emotional support needs.</p> <p>One delivery partner, Framework, introduced a younger beneficiary to a group of older people who meet regularly for a knitter natter session. As well as providing the beneficiary with practical/craft skills it is widening their social support network.</p>
Light touch support to beneficiaries once they have exited the project	<p>Examples of light touch support include: encouragement to volunteer elsewhere, talking about the end/exiting MOVE at beginning and contact with other delivery partners about opportunities for former beneficiaries.</p> <p>One delivery partner identified support networks to help a former beneficiary develop resilience subsequently provided a resources bank on the MOVE website for all delivery partners to access and use.</p> <p>One delivery partner has discussed exiting early on when supporting beneficiaries so they were aware that the support they would receive from MOVE is finite and intended to help them move into or towards employment.</p>
Professional boundaries	<p>One delivery partner covered professional boundaries with every beneficiary enrolling on the project and shared this information with the partnership.</p>

Overall, MOVE has provided tailored support, activities and experiences for beneficiaries. It has led delivery partners to take a holistic (and longer-term) approach in joining up and/or aligning MOVE to other services, initiatives and organisations. This means MOVE has been able to provide something additional to (and distinctive from) the existing employability offer.

### Have any Problems or Constraints been Encountered by the Project?

Over the last 3 years we have collected information about any process issues. The following difficulties were highlighted by the lead body and/or the MOVE partnership:

- At some delivery partners, the people writing the bid and those delivering the project were different. In some cases this has affected the set up and implementation of project systems, costings/finance, having admin support and securing strategic buy-in from across their organisation.
- Changes to funding guidance and documentation, particularly in years 1 and 2, placed additional administrative requirements on the lead body and/or delivery partners. There were also examples of some beneficiaries finding it difficult to provide evidence of their eligibility – the introduction of ‘self declaration’ helped to reduce this.
- The APTEM system has been updated over the course of the project leading to changes in the options available and how information is recorded. For example, the ‘outcomes’ option disappeared from the beneficiary record and was replaced by the ‘Tracker’ option. ‘Yes/No’ options in some columns defaulted to ‘True/False’. The fortnightly MOVE newsletter has provided delivery partners with updates on how to use the system and any problems encountered. The lead body and other leads covering the other 3 BBO projects in Greater Lincolnshire met jointly with APTEM to highlight the difficulties experienced and the functionality required.
- MOVE is one of a number of projects being delivered by some delivery partners and for others it forms a large part of their activity. There have been instances where the use of part-time delivery staff and high staff turnover has affected delivery partner participation in MOVE.
- Over the last 3 years the project has achieved outcomes for beneficiaries that cannot be claimed or accounted for with the funder. For example, beneficiaries moving into learning/qualifications do not count if MOVE has paid for their course/training even though they might otherwise not have been able to undertake the activity. Volunteering has also not been a claimable outcome for the funders even though this has helped beneficiaries move closer to (or into) employment.

## 2. IMPACT EVALUATION

**This section of the report considers the impact and outcomes achieved by the project and the wider contribution it has made to beneficiaries, the MOVE partnership, communities, stakeholders and the external environment.** This has involved:

- Looking at the targets and outputs set for the project at the start and achievement against these in years 1, 2 and 3.
- Finding out from beneficiaries why they decided to participate in MOVE, their experiences of being on MOVE and the impact and difference the project has made to their lives.
- An estimate of the social value delivered by the project.

### Target and Outputs

In year 1 we looked at the targets specified in the Stage 2 Project Plan (prepared as part of the funding application) and how these were set. When the project started it was anticipated MOVE would support the following:

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

Results, outcomes and timescales for each of these targets were set. The table below shows how MOVE has performed against these in years 1, 2 and 3.

Target	Result	Outcome			Notes
		Year 1	Year 2	Year 3	
		Please note these columns show the cumulative figure, with the actual figure shown in brackets			

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Target	Result	Outcome			Notes
		Year 1	Year 2	Year 3	
People engaged in activities to improve their work readiness	672 people engaged including at least: - 336 men - 336 women - 336 unemployed people - 336 economically inactive people - 101 people aged 50+ years - 134 people with disabilities - 19 people from ethnic minorities	209	455 (246)	700 (245)	<p>At the end of year 3, the project had engaged:</p> <ul style="list-style-type: none"> <li>• 361 men/339 women;</li> <li>• 414 unemployed people/286 economically inactive;</li> <li>• 161 beneficiaries aged 50+;</li> <li>• 274 beneficiaries with a disability or long term health condition;</li> <li>• 18 beneficiaries from ethnic minorities.</li> </ul> <p>The disparity between the number of beneficiaries economically inactive and those that are unemployed at enrolment is in part due to need: frequently people have come to MOVE shortly after being moved from ESA to JSA (or Universal Credit with job seeking commitment attached) after a number of years on ESA/ income support. These beneficiaries tend to need more support after being out of work for a long period of time, and now further risk financial penalties from the welfare and benefits system if they fail to meet their commitment.</p> <p>Delivery partners have worked closely with external referral bodies, asking them where possible to prioritise referrals of economically inactive people.</p>

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Target	Result	Outcome			Notes
		Year 1	Year 2	Year 3	
People progress into education or training	At least 13% of people enrolled on the project move into education or training on leaving (minimum 88 people)	5	11 (6)	46 (35)	The figures are lower than the anticipated target at the current time because MOVE is unable to claim for any courses that the project has paid for, and must exit people into claimable outcomes within 4 weeks of their start date. This means the project is unable to claim this outcome when beneficiaries need MOVE to pay for the course or pay for childcare/ respite care or travel in order for them to be able to attend a course for more than 4 weeks (the project cannot pay for any expenses incurred after exit). In addition, a small number of beneficiaries are due to be exited in September/ October 2019, as they are enrolled on college courses starting in the new academic year. MOVE has continued to support these beneficiaries to ensure that they maintain their momentum and to help them in their transition back into education and learning.
People progress into employment	At least 13% of people move into employment, including self-employment, on leaving (minimum 88 people)	20	57 (37)	136 (79)	A number of these outcomes were not claimed in the first 18 months of the project as the Lottery required evidence which a number of beneficiaries were unable or unwilling to provide. Subsequently the Lottery clarified that these outcomes could have been claimed without evidence. Job outcomes have not been claimed where a beneficiary has obtained a zero hour/low wage position.

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Target	Result	Outcome			Notes
		Year 1	Year 2	Year 3	
People who were economically inactive when joining the project move into job searching on leaving	At least 27% of people who were economically inactive when joining the project move into job searching on leaving (minimum 91 people)	0	4 (4)	32 (26)	Exits into active job search remains unpopular as delivery partner project staff want to achieve a long-term sustainable outcome for beneficiaries. In year 2 it was estimated that most of the 64 economically inactive beneficiaries for which this outcome might have been claimed instead achieved a learning or employment outcome. In year 3 there has been an increase in beneficiaries being exited into active job search. This reflects an increase in the number of project-run 'job clubs'. These are particularly helpful for beneficiaries that have received intensive support and are job ready, and able to job search independently. Delivery partners only exit beneficiaries into a job search outcome if/where they continue to provide light touch support through regular job clubs. This outcome has also been seen as a 'soft' exit outcome for beneficiaries who are able to job search and stand a good chance of getting employment, but perhaps are still vulnerable or lack access to IT/ have poor IT skills and no interest in developing these (anecdotally, people interested in manual or low skilled jobs without the need for IT skills in the workplace). Exiting beneficiaries into this outcome ensures that MOVE support is not 'open ended', any dependency is managed by staging the withdrawal of support, and the project has been able to continue to tackle social isolation.
People who receive childcare support	100% of people that need access to childcare in order to participate in the project receive childcare support	N/A	N/A	N/A	The Lottery does not require the project to report against this outcome. Information from delivery partners confirms that all beneficiaries requesting access to childcare support received it.



## GREATER LINCOLNSHIRE MOVE

The table below shows the outcomes identified from the distance travelled questionnaires:

Outcome	Indicator of Change	Year 3	Notes
People have increased confidence and skills resulting in greater employability	The percentage of people reporting increased overall self-confidence	77%/40%	The first figure in the Year 3 column is the percentage of those completing full distance travelled surveys. The second figure in the Year 3 column is the percentage of those who have exited the project. Full distance travelled data has been received for 51% of beneficiaries who have exited the project.
	The percentage of people reporting increased confidence relating to applying for learning volunteering or work	81%/42%	
	The percentage of people reporting increased skills levels using information and communication technology	56%/28%	
People have improved ability to self-manage health and wellbeing as a result of engaging in the project	The percentage of people reporting an increased sense of optimism about the future	68%/35%	Some beneficiaries were enrolled on the project before the full outcomes evaluation system was in place. There was also limited adoption of the outcomes measurement system amongst delivery partners when the project first began. Usage of the outcomes measurement tools across the MOVE partnership has steadily increased over the course of Year 2 and levelled off in Year 3.
	The percentage of people reporting an increased sense of personal wellbeing	73%/38%	
	The percentage of people reporting increased participation in social activity/society	73%/37%	
People have more positive attitudes to work, learning and/or volunteering as a result of engaging in the project	The percentage of people are interested in trying something new	67%/34%	
	The percentage of people initiating positive actions/steps towards their goals	90%/46%	
	The percentage of people reporting improved attitudes to work, learning and volunteering	80%/41%	

## GREATER LINCOLNSHIRE MOVE

Outcome	Indicator of Change	Year 3	Notes
Local communities are more resilient as a result of the project's activities through the personal development of participants and increased use of facilities	An increase in use of community facilities/venues by delivery partners	59% of partners report an increase	Delivery partners have reported how MOVE has had a positive impact on their engagement with local communities. For example, through: <ul style="list-style-type: none"> <li>• Increased use of community facilities for meetings/ training.</li> <li>• Engagement with volunteer host organisations and supporting beneficiaries into volunteering when this was not previously offered or had not been for some time due to the end of other funding.</li> <li>• Supporting beneficiaries to engage with, or access, local support services and social activities.</li> <li>• The development of new working relationships between delivery partners, including offering more joined up services and sharing of resources.</li> </ul>
	An increase in levels of volunteering for local community/voluntary organisations amongst beneficiaries	68% of partners report an increase	
	An increase in the level of awareness of local community groups, societies, clubs and other provision amongst beneficiaries and delivery partners	86% of partners report an increase	

These tables above illustrate how the lead body and delivery partners have exceeded many of the targets, results and outcomes agreed with the funder at the outset of the project. In particular, MOVE has:

- Exceeded the number of beneficiaries it has engaged – 700 people have participated in MOVE against a target of 672.
- Supported unemployed people and an increasing number of economically inactive people. The lead body and delivery partners have worked with referral agencies to ensure the project has supported those beneficiaries furthest from the labour market. This has also involved finding out about changes to the welfare system, the introduction of Universal Credit and other welfare-to-work/back-to-work programmes and initiatives operating in Greater Lincolnshire.

- Supporting older beneficiaries aged 50+ - including people that have taken a break from the labour market due to caring/family responsibilities.
- Supporting a high proportion of beneficiaries with a disability or long term health condition – including people that had been reluctant to disclose and/or discuss their condition previously.
- More than 130 beneficiaries have moved into employment – with delivery partners focused on the quality and sustainability of each job and choosing not to claim an outcome where a beneficiary obtained a zero hour/low wage position.
- Fewer beneficiaries than anticipated have been exited into active job search. This is because delivery partners wanted to achieve a long-term and sustainable outcome for beneficiaries. In year 3 beneficiaries have been exited into active job search where delivery partners offer a job club and can provide some light touch support.
- The figures for beneficiaries exiting into education and training are lower than anticipated because MOVE is unable to claim for any courses that the project has paid for. In year 3 a number of beneficiaries have not been exited yet as their course does not commence until September/October 2019 and again, delivery partners are providing light touch support to help them in their transition back into education and learning.
- 81% of beneficiaries completing a full distance travelled questionnaire reported increased confidence relating to applying for learning volunteering or work; 77% reported increased overall self-confidence and 73% increased personal wellbeing and participation in social activities/society.
- Delivery partners and beneficiaries have reported that MOVE has had a positive impact on their engagement with local communities, particularly an increase in their level of awareness of other local community groups, societies, clubs and provision.

### Beneficiary Voices

In Year 1 and Year 2 fifty-seven beneficiaries were interviewed; thirty in the North delivery area and twenty-seven in the South.

Eighteen beneficiaries (9 men, 9 women) were interviewed in Year 3, nine in the north delivery area and nine in the south. Eleven interviews were carried out face to face and seven were conducted by telephone from the following delivery partners:

- Framework
- Grantham College
- Green Synergy
- Lincolnshire Community and Voluntary Service (LCVS)
- Ongo
- Sortified
- Voluntary Action North East Lincolnshire (VANEL)
- Voluntary Centre Services (VCS)

Overall, the findings in Year 3 are consistent with those found in Years 1 and 2, particularly in relation to MOVE's delivery offer and the outcomes people achieve. Some additional questions were added to the discussion guide in Year 3 to find out how long beneficiaries had spent on MOVE, what they might have done without MOVE and the role of group work/social activities within the project. The discussion guide also explored support for those who had exited the project and future funding and support opportunities. The following section contains an overview of the main interview findings in Year 3 and contextualises these alongside Year 1 and Year 2.

### **The Referral Process**

In all three years beneficiaries had been referred into MOVE through a wide variety of routes. While many beneficiaries had been referred by the Jobcentre, other signposting included voluntary sector organisations (e.g. Addaction, the Carers Service). Beneficiaries also included people who were already in contact with and known to a MOVE delivery partners (e.g. tenants within Framework, those attending partner FE Colleges). Other pathways into MOVE included beneficiaries hearing about the project through word of mouth, volunteering within similar projects, seeing it publicised (e.g. Lincoln City Council's Home magazine), or approaching delivery partners direct (e.g. Ongo employment agency in Scunthorpe).

Following referral, the majority of beneficiaries received an instant response with telephone calls and communication from the delivery partner. The longest wait for a beneficiary was 2-3 weeks and this had no consequent effect on their motivation to take part. Where beneficiaries were already connected to, or known to, one of the delivery partners support was often immediate.

### **Some of the factors affecting people moving towards / into employment**

Beneficiaries interviewed across all three years reported a range of reasons for participation in MOVE. These can be broadly divided into two categories: (i) individual circumstances and (ii) structural factors. Separately or combined these factors present barriers for those seeking (or sustaining) employment.

Some examples of individual circumstances included:

- Mental health issues
- Physical health issues and disabilities
- Need for re-training /adapting to the work place after a long period of time away
- Substance misuse
- Current or recent caring responsibilities
- Childcare responsibilities
- Life experiences or changes (e.g. bereavement)
- Financial difficulties
- Homelessness
- Effect of criminal record

Some examples of structural issues included:

- The nature of the local job market. In Grimsby, for example, available work was largely caring or factory based both of which are physically demanding and difficult for older and more vulnerable beneficiaries to undertake.
- The retail sector which previously offered opportunities was described as shrinking.
- The creation of new technical jobs in the renewable industry which require high level / advanced skills.
- Poor public transport provision – making getting to and from work difficult.
- Welfare reform.

### **Length of Time on MOVE**

From the beneficiaries interviewed, the length of time they had spent on MOVE ranged from eight weeks to two years. Some beneficiaries received short term interventions (e.g. helping them into training, getting DBS checks, CV writing). Those beneficiaries who had received support from MOVE over a longer period of time obtained different forms of help and support. One beneficiary, who had obtained employment after 2 years of being on the project, described how this had been a gradual process: from starting to build up a relationship with the delivery worker, to regular weekly meetings to determine short and long-term goals. This included helping them to 'settle down' into a routine on which the delivery worker could then build more practical interventions (e.g. financial support for courses, qualifications, transport and interview clothes, as well as helping secure volunteer work where they would later find employment). The beneficiary described the process as moving from more intangible help through to building self-confidence and then receiving more structured practical support around *"what area do you want to go in – what resources do you need"*? Receiving this long-term support was seen as a distinct advantage in helping them move towards and into a job.

### **What Activities Undertaken with MOVE**

#### **a) Training and Courses**

MOVE has provided beneficiaries with opportunities to take part in a wide range of training and volunteering to help them to gain new skills, enhance existing skills and/or retrain for employment. Across all three years, access to volunteering and training to help with job seeking has been related to the remit of the delivery partner and the individual needs of the beneficiary.

Beneficiaries recognised how the training they had received through MOVE has been important – both in making them aware of courses and opportunities and paying for them to participate where a financial barrier would have prevented them from doing so. Providing different ways to access courses also enabled beneficiaries to undertake training that was suitable for them, such as online courses for those with caring responsibilities. Examples of training included:

- Refresher training in childcare to help a beneficiary back into their former occupation, later followed by further training in social care which led to paid work.
- Training with the Princes' Trust in robotics.
- A range of courses around working with disabled children including paediatric first aid and British Sign Language.
- Book keeping and accountancy.
- Adult teaching qualifications.
- Level 1 and 2 in Customer Service and Retail.
- Beneficiaries supported by Green Synergy had been able to complete a number of courses at Riseholme College in Pesticide Safety, Strimming, a Level 1 in Horticulture and a five-week Landscaping course. Beneficiaries reflected that while they might be able to do gardening tasks, qualifications were important for employment purposes.

Accessing training and courses were also seen by beneficiaries as enhancing their personal development. For example, a beneficiary explained how they had initially been supported by MOVE to take a short six-week course on Stress Management and Confidence Building which had helped them to identify personal issues and then re-train through doing a Maths GCSE. This further resulted in a decision to approach Bishop Grosseteste University about training to become a maths teacher.

Training and courses further helped beneficiaries to prepare (and enhance) CVs, covering letters and application forms. As in Years 1 and 2, beneficiaries in year 3 also regarded online applications as requiring a high level of support and information from MOVE delivery staff.

### ***b) Volunteering***

One of the main activities as in years 1 and 2 had been providing, or signposting beneficiaries to, volunteering opportunities. This helped beneficiaries to develop skills for employment. One beneficiary was supported to become involved with a drug and alcohol charity and then moved into volunteering; this eventually resulted in paid work with the organisation. The beneficiary also received financial support from MOVE to do a teaching course and was also provided IT equipment.

Other practical support into volunteering provided to beneficiaries has included help with DBS checks (e.g. for a beneficiary wanting to work with disabled children and requiring a DBS check to volunteer in a special school; for a beneficiary wanting to volunteer at Lincoln County Hospital). Beneficiaries have been involved in a wide range of voluntary work. Some examples include:

- Environmental work with Green Futures, which had led to one beneficiary starting his own woodworking business based at their premises.
- Gardening/environmental work with Green Synergy and Seagull Recycling.
- Befriending work as a prelude to a counselling course.
- Housing management duties.

- Undertaking office tasks/shadowing at Boston College to help secure a job in administration.

For some beneficiaries volunteering was their first step towards employment. Volunteering provided routine, purpose and experience without placing pressure on the individual. It also provided opportunities for beneficiaries to explore whether, for example, gardening or administration was what they wanted to do in the longer term. Even if this wasn't something that a beneficiary wanted to undertake as a career / in the workplace, volunteering provided them with transferrable skills for other occupations.

### **c) Group Work**

In year 3 the evaluation team looked at the group work and social activities delivered by MOVE. For beneficiaries group work provided a means of having more interaction and building confidence, particularly if beneficiaries had been more isolated: *"it [group work] has helped me come out of my shell a bit, as I never used to speak to no one... Since I've started, I've started speaking more to people. It changes the way you see yourself."* Similarly, a beneficiary described how a group visit to Seagull Recycling with LCVS and VCS [both MOVE delivery partners] provided a challenge, helping them out of their social isolation and anxiety, *"that really took me out of my comfort zone ... going somewhere new – different – I did it, I needed a lot of support – but I did it"*.

Group work organised by Green Synergy provided opportunities for teamwork, learning skills from peers, mutual support and help. One beneficiary described how: *"we have lots of different people with all different skill sets some learn off me, I learn off others and then we share it within the group. They help support me and I help support them"*. Working in groups led beneficiaries to interact with lots of different people – including some that they did not necessarily get on with, but who you needed to work with on group activity. Beneficiaries recognised developing these skills would be important in a workplace.

At Voluntary Action North East Lincolnshire (VANEL) the delivery worker has links to 'Vibrant Me', an art group for people with social anxieties, and involved some MOVE beneficiaries in their work.

A number of groups are emerging from MOVE that will be sustained beyond the funding period. These include a modelling group (set up by beneficiaries for its relaxing and therapeutic qualities), a writers' group and a social group in Grimsby.

### **d) Support with / moving towards Employment**

For a small number of beneficiaries interviewed in Year 3, one of the main outcomes had been securing a job mainly through volunteering with the organisation concerned, or having links provided through MOVE. This included a beneficiary who had secured part-time temporary work with Green Synergy after volunteering through MOVE. This beneficiary reflected upon how this had led to a change of direction in their career: *"this is my first step on the ladder job wise. It is a building block"*. A volunteer from VANEL has been able to set up a woodworking business on their premises. Another beneficiary, who had secured part-time work with a drug and alcohol charity considered that whilst they *'could have still got the job [without MOVE] I doubt I would*

*have got it as rapidly and as successfully as I did'. The support into employment that MOVE has provided led beneficiaries to reflect that they could 'enjoy and get something positive from them'.*

MOVE was seen as part of a stepping stone process, of moving up the ladder from one stage to another. A beneficiary returning to childcare work, for example, received support from MOVE to undertake a DBS check and update their qualifications. At a later point in the project, they received further help from MOVE to retrain in adult social care and went on to secure a job as a personal care assistant.

### **What have beneficiaries most enjoyed and valued within MOVE projects?**

Beneficiaries highlighted what they had enjoyed and valued about MOVE. Across all three years this included establishing purpose and routine, receiving support from specific delivery workers, the time allocated to support, the individualisation of the service, meeting/helping other people and contributing to the project (e.g. through volunteering).

#### **a) Providing 'Purpose'/Routine**

A strong theme that emerged during the year 3 interviews was how taking part in MOVE through attending courses, training, volunteering, or regular weekly meetings with their delivery worker had helped beneficiaries to establish a routine and 'purpose' to daily life, getting them out of the house, which for some was the first step of change and preparing for employment.

*"Just wanted something so you are not staying in bed all day long or watching the TV. Gets me out of the house. Gives me a purpose to get up in the morning."*

*"It gives me purpose, something to get up for, being useful, an identity – you're not a number, you're a person."*

*"At one point I wasn't even getting dressed, but now I'm up dressed and ready at the crack of dawn every day."*

#### **b) Delivery Worker**

Across all three years the one-to-one individual and tailored support that a beneficiary received was 'pivotal' both practically in helping them move towards or into employment and in terms of improving their emotional support and wellbeing. At Grantham College, for example, computer training involved ensuring bespoke support was available to beneficiaries at different locations and at their learning level: *'You are not on a ticket system where you are in and out half an hour and that's it. We sit at the computer for however long it takes – 1 hour – 2 hours for however long to understand'*. Beneficiaries also valued how easily they could contact delivery workers for help, including when completing applications that they found difficult: *'If I get stuck doing job applications I just ring [name of delivery worker], when she is free... she will get back to me'*. Delivery workers also supported beneficiaries with other work-connected issues, such as housing and social services,



with the delivery workers regarded as more able to navigate authority 'systems' and obtain responses that they would otherwise have struggled to get.

Delivery workers had the time and capacity within MOVE to help beneficiaries think through options that they had previously not considered and/or to provide support on a step-by-step basis to best meet the needs of the individual. Delivery workers focused on making beneficiaries aware of opportunities and their strengths, rather than on barriers and what was wrong with them (i.e., as asset based approach focused on what the beneficiary could do rather than a deficit model of what they could not):

*"I think sometimes you are blind to you own problems. And then it just took someone listening to have a look at what was going on in my life, see what areas were open to me. It was more about identifying a whole range of opportunities that were there that I was blind to."*

*"Helping identify strengths that I have and opportunities that I never thought of."*

*"Help from someone behind my back. Although it became more focussed it was very much about having in the beginning someone who believed in me."*

*"Emotional support from (name of delivery worker) is important - not just about qualifications because if it was just about qualifications, I would have just got them and left that is why I have been coming back."*

A recurrent theme across all three years was that beneficiaries valued their participation in MOVE because it was voluntary and that they were not pressured into considering any immediate options in terms of jobs, volunteering, training or courses: *"there is time made available to talk, there is no being pushed into anything, people can leave"*. One beneficiary, who found employment, reflected on how their self-esteem and confidence had changed over time through their involvement in MOVE: *"At that point I did not necessarily see a way out of where I was...Not about employment directly – the first steps are about building yourself back up as a human being again. Self-belief seems a million miles away when you are in that situation, let alone employment"*.

### **c) Participation/Interaction - Contributing**

Where beneficiaries had participated in group work or volunteering, the main aspects they enjoyed were the opportunities to meet new people, contribute collectively to projects/work, develop their own interests, develop friendships with peers and develop new skills. One beneficiary described how: *"most of all it is the company – I love the company. If people are down and out like I was – well not out – but rock bottom – that is good for them. I moved from rock bottom to I can do things"*.

MOVE activities such as those organised by Green Synergy and Green Futures provided beneficiaries with the inter-connected advantages of participating in an environment and occupation that they viewed as positive

and beneficial. Beneficiaries working in groups over a longer time period not only gained gardening skills but confidence, personal development and life skills:

*"Gardening is therapeutic - I have suffered from depression for many years and I don't need to take tablets anymore."*

*"Building relationships with people. Helping each other out. Seeing what you have done. Seeing things grow. How different things look from the start."*

### **Ongoing support for beneficiaries who have exited MOVE**

Of those beneficiaries interviewed in year 3 who had exited MOVE, some reported a need for ongoing holistic support. The word 'holistic' was used multiple times by beneficiaries. Beneficiaries in North East Lincolnshire described MOVE as a tree with people at the bottom looking up; *"some needing a ladder, some a leg up and some a hot air balloon"*. Beneficiaries in the south described how they might need further support *"if something went really wrong"*, and therefore did not require ongoing support but wanted to remain in contact with the delivery partner – and to potentially offer to help future MOVE beneficiaries where the delivery worker felt they could contribute.

### **Other employability provision/initiatives**

Few beneficiaries had taken up support available from other providers, with the exception of Jobcentre Plus. Beneficiaries highlighted how MOVE was different from other employability services they had received previously or were currently receiving. Across all three years, beneficiaries described the flexibility of MOVE, the length of time they were allowed to be on the project, the tailored one-to-one support they had received and the various activities available. MOVE was seen to provide a massive *"range of knowledge"* that was tailored to the individual, rather than generic, and based upon local organisational knowledge. One beneficiary described how: *"The [name of mainstream employability organisation] couldn't give the same level of individual support. I was asking questions they couldn't answer. They don't have the time; they don't have the resources. They don't have the information"*. Beneficiaries also described how other employability providers could not *"provide the holistic arm around your shoulder support"*.

Beneficiaries noted that as MOVE was voluntary with no pressure to find employment instantly, this contrasted with other employability provision where the focus was on securing a job as quickly as possible. MOVE was viewed differently by beneficiaries because it focused on finding the best long-term pathway for the individual and how any employment they secured could be sustained, not just obtained. The long term support provided by MOVE was seen as more beneficial than the short-term approach they had experienced on other initiatives, where *"they think the job is done, you leave and then you are back to square one"*.

### What would beneficiaries have done without MOVE?

In years 2 and 3 beneficiaries reflected that without the support and intervention of MOVE they would still be encountering a range of difficulties in seeking employment and in tackling underlying issues preventing them from getting a job. At the practical level, MOVE helped beneficiaries with online job searches and job applications in ways that were centred on them as a person and without time constraints.

Some beneficiaries thought they might still be applying for jobs that were not appropriate or sustainable, without being aware of other/wider opportunities available to them in terms of education, training, or employment. For one beneficiary considering becoming a maths teacher, this involved a radical re-appraisal of what was possible: *"I would probably be applying unsuccessfully for care jobs – but wouldn't have made it long term. At the time I did not see the opportunities – I did not have the confidence. I didn't realise that there were doors open to me like this".*

A consistent theme emerging from beneficiaries was that without MOVE they would have continued to be confronted with issues and situations and without the means to overcome them:

*"I would be hitting my head against a brick wall. Then the depression would have got hold of me... Probably sat in a chair... They [MOVE] are a life saver."*

*"Probably going back to being depressed, not meeting people, not helping the environment."*

*"We would just have carried on looking for jobs, clinging to hope – festering."*

*"I don't know as then just getting out of bed seemed the world's biggest task. Without MOVE I doubt I would have had the drive, or the motivation to ... get into employment. One stage to employment is quite a journey."*

*"I would probably have carried on drinking until I had a heart attack or something. I feel more optimistic about the future. I would have just been sat at home now basically."*

*"I really don't know; I would have been stuck."*

Most beneficiaries argued that MOVE should continue to be funded given that it was providing an innovative range of practical and emotional support and seeking to address gaps not presently met by mainstream providers. Beneficiaries also discussed the need for ongoing holistic support both for themselves and others within MOVE:

*"I had an unusual combination of problems. It was not something that I could have just gone and sorted out and it is not something that I could have just done myself. I needed someone else to help me identify issues."*

*"You need to sit with them [beneficiaries with longer term issues] until they can stand on their own two feet and then move on. You have to work on different things to help them ... so that they can step out of the front door of their house, or whatever it is."*

But there was also a recognition amongst beneficiaries that ultimately there was a finite time in which support could be given, that you can't set a *"full-time limit forever – nothing lasts forever it doesn't work that way"*.

### **Recommendations for successor projects**

In years 1 and 2 beneficiaries queried whether more publicity and awareness raising could take place – aligned to the skills needs of local employers. Some beneficiaries had become aware of the project by chance and/or a referral by another organisation. The need for more systematic publicity would ensure others who could benefit from MOVE were informed of it: *"I was lucky that I came by it but other than that it is not put out there enough. When you say MOVE they say what is it? What does it mean?"*

Beneficiaries told us that they were not always aware of the range of support that MOVE offered. Within Lincoln, for example, the Jobcentre had informed a beneficiary about Green Synergy, but not about Bishop Grosseteste University's activities and they only became aware of this once they started on MOVE.

Some beneficiaries wondered whether there needed to be greater alignment between MOVE support and the needs of the local job market to avoid a mismatch between what MOVE offers and the skills employers require. Moreover, activities/interventions should continue to be designed around the multiple needs of the individual to achieve a balance between developing skills required for work and employability skills required to secure the job:

*"We can give them [beneficiaries] lots and lots of skills but is it the right ones which employers are looking for? ... The more boxes you can tick for an employer, the more likely they are to employ you."*

*"... need to research how many jobs need this skill and finding a way to get those skills. Then you get your foot in the door."*

### **Some overarching themes**

1. Delivery partners have provided a range of support that is well received, individualised and tailored for beneficiaries. While long term support is valued, equally some beneficiaries have benefitted from short-term interventions that have helped them overcome practical issues and get back into work. The role of the delivery worker is 'pivotal' both practically and emotionally. Delivery workers have clearly understood the needs of beneficiaries and helped them to find the right support. Examples of good practice have included: the delivery worker being easy to contact, possessing an accessible range of knowledge and the time and capacity to help beneficiaries think through options and situations.
2. MOVE has provided scope for imagination and inventiveness. Examples include LCVS taking beneficiaries to Seagull Recycling on a group trip; or VANEL facilitating a number of group activities to

encourage confidence building and skills development which are being sustained by beneficiaries. Given that all of the delivery partners are based or work closely within the voluntary and community sector, one of the characteristics most valued by MOVE beneficiaries has been the ability of delivery partners to develop innovative approaches and pathways, without being constrained by the remit of mainstream employability providers.

3. MOVE has provided beneficiaries with opportunities for mutual support (e.g. working with others, meeting new people, developing interests) as well as skills development. Examples from Green Synergy and VANEL were noted – particularly how this had led beneficiaries to build relationships and develop friendships with their peers in the longer term. Beneficiaries reflected how they were being given opportunities not just to receive services but also to contribute back to them, such as the being involved in environmental work.
4. MOVE has worked on the basis of building on the assets, strengths, skills and experiences of beneficiaries and using these to help them identify further opportunities rather than a deficit approach of what they are not able to do.
5. The word ‘holistic’ has been consistently used by beneficiaries to describe the support they have received. MOVE has been seen as meeting their mental, emotional, physical and practical needs, as well as developing their skills and confidence to look for work.

### **Measuring ‘distance travelled’**

The progress of beneficiaries has been measured using a distance travelled questionnaire carried out at the start and end of a beneficiary participating in the project. These questionnaires have been completed face to face as part of the conversation between delivery staff and beneficiary. ‘Deflator’ questions have been included to understand the overall impact of MOVE within the context of other support that a beneficiary may be receiving, and to assess the extent to which any changes made could be attributed to MOVE.

The results from the analysis of these questionnaires reveal that even where a beneficiary may not have achieved a ‘hard’ result (e.g. getting a job, gaining a qualification) MOVE has succeeded in helping them make significant personal progress (e.g. increasing their confidence, improving their personal wellbeing, trying out new things, participation in social activities).

As of the end of June 2019 full distance travelled data has been available for 51% of participants exiting the project. Of those completing the distance travelled measures:

- 81% reported that their confidence relating to applying for work, learning or volunteering had increased.
- 90% reported that as a result of MOVE they had taken positive steps towards achieving their goals.
- 69% reported they were either ‘very likely’ or ‘extremely likely’ to continue taking positive steps after leaving the project.
- 85% reported that they would have been unlikely to get the same kind of support elsewhere.

The findings from the distance travelled questionnaires have been used to support calculating the social value delivered by the project.

### **Measuring social value**

Social Return on Investment (SROI) is a way of developing a value for less tangible outcomes funded through MOVE. SROI provides a more rounded view of what is being achieved (the broader outcomes in addition to meeting the funders indicators, targets, outputs and outcomes).

To undertake the SROI analysis we have used the Social Value Engine (<http://socialvalueengine.com/>). The Engine has been developed by Rose Regeneration and East Riding of Yorkshire Council, is accredited by Social Value UK, and provides some 200+ peer-reviewed and robust financial proxies.

In year 1 we looked at the distance travelled questionnaires and linked the outcomes with financial proxies. At the year 1 sharing and learning event we ran a workshop on SROI. The purpose of the session was to: (i) provide an overview of social value [what it is, where it comes from, why it is important, and the limitations]; (ii) to explore how we could use it to measure the social value of MOVE; and (iii) to explain the role delivery partners could play in helping us to collect the data and information needed to undertake the analysis.

In year 2 we looked at the information available from 59 fully completed distance travelled questionnaires. This recorded a result for each beneficiary i.e., whether they had moved into work, learning or job search. 64 partially completed distance travelled questionnaires were also reviewed. This information was reviewed on 4 April 2018. At this time 156 beneficiaries had exited the project and there were 373 claimable beneficiaries on MOVE (both those who had exited and those still being supported by the project).

In year 3 we reviewed information up to June 2019, which comprised 244 fully completed distance travelled questionnaires. This recorded a result for each beneficiary on the basis set out above. At this time there were 700 enrolled beneficiaries on MOVE. This represents a sample of 35% which is a good basis on which to make our judgements.

Each of the outcomes and financial proxies identified for MOVE were adjusted to take account of:

- *Leakage*: what proportion of people from outside of Greater Lincolnshire participated in MOVE? From looking at beneficiary records for the project – which records postcodes - we know this figure is 0%.
- *Deadweight*: what proportion of the outcomes would have happened anyway, without MOVE? The project asks beneficiaries 'if it hadn't been for MOVE how likely you would have been to get this support elsewhere?' From looking at beneficiary answers to this question this figure at 21%.
- *Attribution*: what proportion might other organisations/activities have contributed to these outcomes? We have assessed this figure at 50%.

## GREATER LINCOLNSHIRE MOVE

- *Drop off*: what proportion of the outcomes will deteriorate over time? The project asks beneficiaries ‘how likely are you to keep taking positive steps to achieve your goals once leaving MOVE?’ We have assessed this figure at 23%.
- *Displacement*: have any activities or services been displaced as a result of the project? As MOVE has had a distinctive offer to other, existing employability provision, and has not been a competitive project, we have estimated this figure to be 0%

These percentages have been applied to all the indicators apart from use of community facilities and partnership working, which are organisational outcomes rather than beneficiary outcomes.

The table below summarises all of this information:

MOVE Output	SVE Outcome	SVE Financial Proxy	Unit Cost	Units	Leakage (%)	Dead weight (%)	Attribution (%)	Drop-off (%)	Impact £
Job Search	Skills development and improvement for residents and workers (including migrant workers)	Average cost of a personal development course	850	91	0%	21%	50%	23%	30,553
Moved into education or training/ learning	Increased employability of local people	Better career profile leading to increasing personal financial benefits in future	9990	131	0%	21%	50%	23%	516,933
Gained employment	Increased employability of local people	Employment gained - average increase in income	8742	389	0%	21%	50%	23%	1,343,252
Local Community Participation	Strengthened public and civic engagement	Value to an individual of being member of a social group	1112	320	0%	21%	50%	23%	140,557
Increased Participation	Reduced social isolation for community members	Annual value attributed to talking to neighbours more frequently	2592	506	0%	21%	50%	23%	518,063

## GREATER LINCOLNSHIRE MOVE

MOVE Output	SVE Outcome	SVE Financial Proxy	Unit Cost	Units	Leakage (%)	Dead weight (%)	Attribution (%)	Drop-off (%)	Impact £
Increase in volunteering	Increased volunteering and potential for greater community participation and development	Value placed by a local authority on volunteering	12.75	26496	0%	21%	50%	23%	133,440
Frequent Volunteering	Increased volunteering and potential for greater community participation and development	Value that frequent volunteers place on volunteering	15650	460	0%	21%	50%	23%	2,843,605
Life Goals	Greater sense of cohesion and cooperation across different sectors	Average cost of achieving life goals	5380	623	0%	21%	50%	23%	1,323,937
Trying Something New	Improved access to public, private and consumer services for local residents	Average spend on social activities	3807	457	0%	21%	50%	23%	687,221
Increased confidence applying for work, learning or volunteering	Improved life satisfaction	Well-being valuation from holding a secure job interpreted in the context of security coming from favourable conditions to stay in role (25-49 yr olds living outside London)	13544	577	0%	21%	50%	23%	3,086,881
Increased Self Confidence	Reduced social isolation for community members	The value of feeling more confident in being with family and other people as a result of taking part in an adult learning course	732	548	0%	21%	50%	23%	158,449



## GREATER LINCOLNSHIRE MOVE

MOVE Output	SVE Outcome	SVE Financial Proxy	Unit Cost	Units	Leakage (%)	Dead weight (%)	Attribution (%)	Drop-off (%)	Impact £
ICT Skills	Improved access to public, private and consumer services for local residents	Cost of average savings from using online shops and services	584	386	0%	21%	50%	23%	89,042
Optimism	Improved social inclusion and access to community resources	Value to an individual (aged 25-49) of feeling like they belong in their neighbourhood.	9409	477	0%	21%	50%	23%	1,772,797
Use of community facilities	Strengthened public and civic engagement	Average cost of a venue	25	86365	0%	10%	33%	16%	1,236,855
Personal Wellbeing	Improved health and well-being for local residents	Improved mental health	3825	511	0%	21%	50%	23%	772,057
Improved attitudes to work, learning and volunteering	Improved life satisfaction	Adult learning course that made someone more satisfied with their life overall	947	554	0%	21%	50%	23%	207,232
Partnership working	Greater sense of cohesion and cooperation across different sectors	Cost of time spent collaborating	2229	282	0%	25%	30%	6%	330,003

Each of these outcome areas was then divided by what it has cost to deliver the project (the 'direct costs'):

<b>Direct costs of delivering the project</b>	£1,831,214
<b>Total social value return after subtracting leakage, deadweight, attribution and drop-Off</b>	£16,986,779

<b>Total social value return expressed as a Net Present Value</b> Net present value is the value in today's currency of money that is expected in the future minus the investment required to generate the activity	£15,155,565
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*Materiality* – We have been collecting data on activity and impact over the duration of the project. This has included a dialogue with the lead body, delivery partners, beneficiaries and stakeholders. The outcomes we have selected and measured [and shown in the table above] are clearly aligned to the delivery and performance of MOVE.

*Sensitivity* - The breadth of social impacts by value within the analysis means that deflating outcomes to take account of other factors has had a limited impact on the overall analysis. Whilst some outcomes have been deflated more than others, they fall into groups rather than there being one or two values which “tower” above the rest as a collective; with the highest value being £3,086,881 from a total net return on £15,155,565.

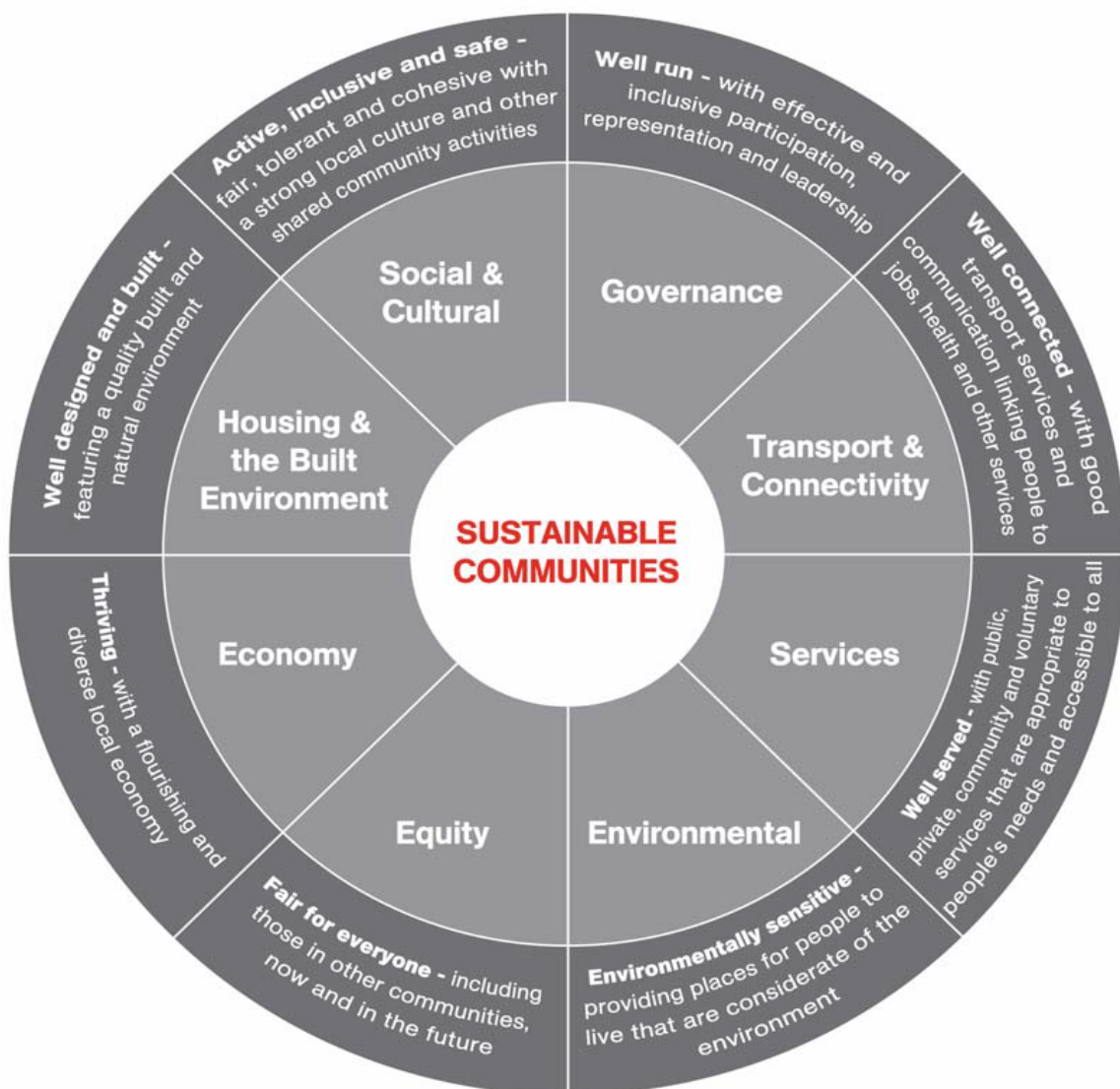
The analysis show a social return of £9.28 for every £1.00 invested in the project. This is illustrated in the diagram below:



### Sustainable communities

The Social Value Engine uses the Bristol Accord to enable you to see how a project is building a more sustainable community; somewhere where people want to live and work (both now and in the future).

The Bristol Accord was developed in 2005 when the UK Government worked with all Member States to agree a common understanding of what makes communities sustainable. A sustainable community should be safe, fair, thriving, environmentally sensitive, well connected and well designed and built:



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## GREATER LINCOLNSHIRE MOVE

We have plotted the social value delivered by MOVE against each of the eight domains of the Bristol Accord:

Bristol Accord Domain	Social Value (£)
1. Active, Inclusive and Safe	£5,426,354.00
2. Well Run	£3,289,094.00
5. Well Connected	£1,548,320.00
6. Fair to Everyone	£3,294,113.00
7. Thriving	£1,890,738.00
8. Well Served	£2,255,735.00

This shows that while MOVE has achieved outcomes against all 8 domains; it has made particular contributions in being fair to everyone [MOVE has built shared community activities]; well served [the services provided by MOVE have been appropriate to people's needs and accessible to all]; and thriving [MOVE has helped people find a wide range of good quality jobs and employability opportunities].

### 3. ECONOMIC EVALUATION

This section of the report considers how much the project cost and whether it offered value-for-money.

#### Budget / Spend

We have looked at how much funding was requested and how spend has been drawn down in years 1, 2 and 3.

Budget	Year 1 Funding & Requeste d (£)	Year 1 Actual Funding Spend (£)	Year 2 Funding Requeste d (£)	Year 2 Actual Funding Spent (£)	Year 3 Funding Requeste d (£)	Year 3 Actual Funding Spent (£)	Total Funding Requeste d Years 1-3 (£)
Project evaluation	16,000	5,233.33	16,000	8,112.50	22,250	11,000	54,250
Staff costs	572,081	518,150.90	572,192	583,891.47	575,024	617,129.88	1,719,297
Delivery staff expenses	18,865	12,670.74	18,865	20,320.79	18,865	20,852.66	56,595
Beneficiary travel expenses & childcare	36,635	2,957.22	36,635	11,245.90	36,635	13,451.71	109,905
Beneficiary allowances e.g. carer costs	14,600	8,778.83	14,600	20,250.48	14,600	40,933.13	43,800
Venue hire	8,870	7,335.10	8,870	12,175.53	8,870	9,502.20	26,610
Equipment	14,000	13,531.40	2,400	10,892.29	2,400	3,373.17	18,800

## GREATER LINCOLNSHIRE MOVE

Budget	Year 1 Funding & Requested (£)	Year 1 Actual Funding Spent (£)	Year 2 Funding Requested (£)	Year 2 Actual Funding Spent (£)	Year 3 Funding Requested (£)	Year 3 Actual Funding Spent (£)	Total Funding Requested Years 1-3 (£)
Consumables e.g. software licenses, software, stationary, publicity	24,235	21,062.16	24,235	24,924.87	24,273	22,845.09	72,743
<b>Total Costs</b>	705,286	589,719.68	693,797	691,813.83	<b>702,917.00</b>	<b>739,087.84</b>	2,102,000

MOVE has spent 96% of the funding it requested; drawing down some £2,020,621.35 from a request of £2,102,000.00. The small project under-spend of £81,379.57 from years 1-3 has been carried forward to the project extension.

While MOVE has been able to pay for support to help beneficiaries on their journey into work (e.g. with travel expenses, childcare and caring costs) fewer beneficiaries than anticipated at the outset of the project have claimed for this support. Although MOVE has provided funding for these costs when requested, delivery partners have suggested the lower take-up may be related to the use of family members, the delivery of the project in local communities and/or the 15 and 30-hour free childcare provided by the Government.

Some of the internal evaluator costs have also sat within the staff costs budget line rather than the project evaluation line.

### Delivery Partner Costs

In year 3 we interviewed two delivery partners to understand (a) how they had estimated unit costs at the start of the project; and (b) how these figures aligned to the real/actual costs of delivering MOVE.

(a) In **estimating costs in the stage 2 bid**, delivery partners took into account some or all of the following factors:

- The level of resource available – and how many beneficiaries they would be able to support for this cost.
- Estimated and actual costings from other, similar pieces of work.

- The outcomes required by ESF and the Lottery – and how many beneficiaries you might need to support to achieve these outcomes (e.g. supporting 15 beneficiaries per year to achieve 5 successful and sustainable outcomes).
- What a health, care or local government commissioner would be looking for – and how to deliver the project in a bespoke and person centred way for less than that expected by a commissioner.

Some delivery partners did not include all of their indirect costs. While indirect costs were capped at 15% in some instances delivery partners did not charge them at all. This is because delivery partners were building MOVE onto an existing strand of work.

(b) How the estimated costs compare to **the real/actual costs of delivery**:

- Some delivery partners changed the type of beneficiaries, activities and areas that they covered.
- Some delivery partners focused on one-to-one support sessions rather than group sessions.
- Some delivery partners found beneficiaries needed more face to face support – and over a longer period of time.

This means estimating an actual cost for supporting a beneficiary is difficult for some delivery partners as some beneficiaries have had complex and multiple needs, while others required lower level support. This means the cost per beneficiary will vary according to the level/type and duration of support they have received.

- Some delivery partners were over-subscribed and recruited additional staff (to support beneficiaries and/or help with admin).
- Other delivery partners supported fewer beneficiaries more intensively.

Delivery partners were also not able to claim some of their indirect costs (e.g. for staff employed on the project on an hourly basis that they take sick leave; consumables cannot be apportioned and room hire is not eligible if it is within the existing delivery partner's premises).

To **monitor costs** in real-time, some delivery partners held regular team meetings to review beneficiaries, their support and costings. Other delivery partners kept a detailed costings record for each beneficiary and/or had a costings spreadsheet which they regularly reviewed with delivery staff.

Some delivery partners were able to **move direct costs** from one budget line to another (e.g. from group support to one-to-one support).

In any extension or successor project, the following areas of learning and practice were identified:

- Involve strategic and operational staff in estimating costings.



- Organise a dedicated session where delivery partners come together to estimate costings so everyone uses the same starting point/assumptions in completing a template.
- Ensure a common finance and monitoring spreadsheet that is used by all delivery partners. It was noted that although the lead body issued financial reporting forms not all delivery partners had necessarily used this template to monitor spend. Some delivery partners deliver across multiple projects and had other finance systems in place while others did not.
- Develop a partnership wide approach to estimate: (i) the indirect costs of managing the project such as admin and overheads and (ii) the costs of delivering the project in rural areas (taking account of geography and transport).
- Find a mechanism for the group purchase common items and training courses rather than each delivery partner individually procuring similar items – this would lead to increased efficiency and value-for-money.
- Being clear what evidence is required to demonstrate eligible spend (for indirect costs and for beneficiaries).

### Unit Costs

Notwithstanding the feedback from delivery partners set out above, before the project started Urban Challenge Ltd considered the overall budget and developed a unit cost of £1,750-£2,500 per beneficiary. Delivery partners were asked whether and what types of intervention they could provide at this cost.

In year 1 we estimated the unit cost of MOVE. This was based upon the actual number of beneficiaries supported in year 1 (224 people) and the year 1 actual budget drawdown for supporting them (£591,180). This produced a unit cost for MOVE of £2,639 per beneficiary.

In year 2 we followed this methodology to update the unit cost – dividing the number of beneficiaries supported in year 2 (245 people) by the year 2 actual budget drawdown (£691,813.83). This produced a unit cost of £2,823. The proportion of unemployed versus economically inactive beneficiaries had increased compared to year 1, from 37% to 43% of beneficiaries. This shift suggests the project had increased its focus on those furthest from the labour market.

Following this methodology again in year 3 – dividing the number of beneficiaries supported (250 people) by the actual budget drawdown (£739,087.84) produces a unit cost of £2,956.

Over the course of the whole project, if we divide the total number of beneficiaries (700 people) by the budget drawdown (£2,020,621.35) produces a unit cost of £2,886.

We benchmarked the yearly and average unit costs with three other employability programmes with unit costs varying from £1,788 to £5,198. Overall this suggests MOVE has delivered its outcomes on a cost effective basis.

Understanding unit costs is an important aspect of assessing performance and value-for-money. In the extension and any future projects it would be worth understanding the actual resources needed to provide support to a beneficiary or different types of beneficiary.

## 4. CONCLUSIONS

MOVE was a three-year Building Better Opportunities project funded by the European Social Fund and the National Lottery Community Fund. The project offered holistic and tailored individual support to help economically inactive and unemployed people furthest from the labour market start on the road back to employment. This involved both supporting harder-to-help jobseekers and people not currently seeking work in rural, urban and coastal settlements across Greater Lincolnshire.

**Process: did MOVE follow the approach established at the outset and what systems were put in place to help beneficiaries start on the road back to employment?**

Over the last 3 years we have reviewed the organisational structure for the project – from the roles and responsibilities, delivery approach, timescales and resources specified in the Stage 2 Project Plan contained in the original funding application through to their practical implementation. We have noted the following improvements made to the operational model:

- *An increased focus on the accessibility and reach of the project* – the project has worked hard to overcome some of the challenges facing beneficiaries who want to take-up the diversity and breadth of support available from MOVE but who live in rural and coastal areas without good links to public transport or access to a car.
- *A focus on increasing the geographical coverage of the project:* with the lead body working with delivery partners to ensure the MOVE partnership covers Greater Lincolnshire (i.e., leading some delivery partners to expand into new areas not specified at the EOI stage).
- *A distributed model of delivery:* rather than delivery taking place through a series of hubs and access points the project has been delivered at delivery partner premises, in community venues and through outreach.
- *A reduction in the number of delivery partners:* from an original cohort of 26 partners in year 1 to 20 partners at the end of year 3.
- *Recognition by many delivery partners of the distance beneficiaries have needed to travel on their journey towards/into employment* and how much time staff has been required to support them.
- *Recognition by some delivery partners of the admin and office support required to deliver MOVE* which led the lead body to provide 12 delivery partners with additional admin resources.
- The lead body has ensured the *paperwork is consistent across all 3 BBO projects* operating in Greater Lincolnshire. This has led to quarterly meetings of all Greater Lincolnshire BBO leads, with the leads jointly meeting with APTM to request updates/changes to systems and jointly running/ promoting events for delivery partners.

Over the last 3 years we have reviewed the project systems and processes – both how these were set up and also how they have been implemented. We noted the following improvements made to paperwork:

- *The project systems for MOVE meet beneficiary needs and fit with delivery partner behaviour.* For example, there is a review of every beneficiary on MOVE at quarterly meetings held between the lead body and each delivery partner. Delivery partners have used APTM to provide details about how MOVE has supported individual beneficiaries as well as contextual information about the non-employment needs / issues they have faced. This evidence reveals how/why beneficiaries enter, disengage and re-engage with MOVE – as well as what they have been looking to achieve through participating in MOVE.
- The lead body has worked with the other BBO projects to *streamline paperwork*. This means for delivery partners working on MOVE and one or more other BBO projects across Greater Lincolnshire the forms are the same leading to efficiency in administrative systems and paperwork.
- *Regular communication and information sharing* between the lead body and delivery partners (e.g. website, fortnightly newsletter, online tutorials).

**Impact: what impact and outcomes have been achieved by the project and what wider contribution has it made to beneficiaries, the MOVE partnership, communities, stakeholders and the external environment?**

Over the last 3 years we have undertaken a quarterly analysis of data stored on MWS/APTEM. This regular snapshot has involved looking at the key demographic characteristics of beneficiaries, the circumstances affecting their employability, their geographical distribution, length of time on the project and information about any activities undertaken by beneficiaries that had exited. There are a number of overarching findings or trends that can be observed across the three years of analysis:

- Delivery to all working age groups and a consistent gender balance among beneficiaries.
- Successful targeting of deprived areas; 51% of beneficiaries live in the 30% most deprived areas.
- A broadening geographical spread over the course of the project, with East Lindsey in particular accounting for a larger share of beneficiaries.
- The most common circumstances affecting MOVE beneficiaries are consistently: living in a jobless household; long term health conditions and disabilities; and lacking basic skills.
- An increasing focus on economically inactive (versus unemployed) beneficiaries over the course of the project.
- An average period of enrolment on MOVE of 9.5 months, and of 5 months for those who had found employment.

MOVE has exceeded many of the targets it agreed with the funder. This includes:

- Engaging 700 people to participate in MOVE against a target of 672.
- Supporting unemployed people and an increasing number of economically inactive people. The lead body and delivery partners have worked with referral agencies to ensure the project has supported those beneficiaries furthest from the labour market.

- Supporting older beneficiaries aged 50+ - including people that have taken a break from the labour market due to caring/family responsibilities.
- Supporting a high proportion of beneficiaries with a disability or long term health condition – including people that had been reluctant to disclose and/or discuss their condition previously.
- Supporting more than 130 beneficiaries have moved into employment – with delivery partners focused on the quality and sustainability of each job and choosing not to claim an outcome where a beneficiary obtained a zero hour/low wage position.
- 81% of beneficiaries completing a full distance travelled questionnaire reported increased confidence relating to applying for learning volunteering or work; 77% reported increased overall self-confidence and 73% increased personal wellbeing and participation in social activities/society.
- Delivery partners and beneficiaries have reported that MOVE has had a positive impact on their engagement with local communities, particularly an increase in their level of awareness of other local community groups, societies, clubs and provision.

Over the last 3 years we have interviewed 70 beneficiaries (face to face or over the telephone) about why they decided to take part in MOVE, the time they spent on the project and the support they received, the factors that have affect them on their journey towards employment and how MOVE is similar to and/or different from other employability programmes.

Five main themes have emerged from interviews with beneficiaries:

1. Beneficiaries have valued the long term support provided by project workers who were described as pivotal in understanding needs and finding the right support.
2. Delivery partners developed innovative approaches and pathways without the constraints experienced by some mainstream and/or statutory organisations.
3. A distinctive feature of MOVE has been its ability to promote mutual support and develop relationships amongst beneficiaries.
4. Delivery partners have identified and built upon the strengths of beneficiaries [taking an asset based approach] which has helped them to not only identify their own skills and abilities but also to develop self-confidence and belief.
5. The whole ethos of MOVE has been one of providing holistic support, addressing mental, emotional, physical and practical needs: *“At that point, I did not necessarily see a way out of where I was. Not about employment directly – the first steps are about building yourself back up as a human being again. Self-belief seems a million miles away when you are in that situation, let alone employment.” “It changes people’s lives; it changed mine in a positive way.”*

We interviewed stakeholders to gain their external perspectives on the project. They highlighted how MOVE is:

- About “doing something different” to help people “knock on doors”, describing how the long term individualised support that MOVE has provided has encompassed confidence building, skills development, group activities, voluntary work, training, job search, CVs/applications, interview practice and fun. This is seen to not only help beneficiaries to overcome the barriers that they face getting into or closer to work but also to having a positive impact on their personal wellbeing.
- Different from other, mainstream provision, because delivery partners have supported beneficiaries to get into a job that suits them and is therefore more sustainable. MOVE has offered face to face support and has not relied on a beneficiary having access to broadband and/or the IT skills to use a solely online system. The project focused on building the confidence of beneficiaries in an employment related way.
- Has been flexible in the way it has supported beneficiaries on their employability journey – it has not been dependent upon central or local Government policy and reforms.

We have also measured the social value delivered by MOVE; estimating that for every £1.00 invested in the project £9.28 of social value is generated.

### **Economic: how much did the project cost and has it offered value-for-money?**

MOVE has spent 96% of the funding it requested; drawing down some £2,020,621.35 from a request of £2,102,000.00. The small project under-spend of £81,379.57 from years 1-3 has been carried forward to the extension.

Over the course of the whole project, if we divide the total number of beneficiaries (700 people) by the budget drawdown (£2,020,621.35) this produces a unit cost of £2,886. We benchmarked the yearly and average unit costs with three other employability programmes with unit costs varying from £1,788 to £5,198. Overall this suggests MOVE has delivered its outcomes on a cost effective basis.

To drill down into further detail, we interviewed two delivery partners about how they had estimated unit costs at the start of the project and how these figures aligned to the real/actual costs of delivery. Delivery partners had estimated their unit costs by looking at the level of resource available, other similar pieces of work, the outcomes required by the funder and what a commissioner would look for. In implementing the project these estimated unit costs altered as delivery partners changed the type of beneficiaries, activities and areas that they cover, focused more on one-to-one support sessions rather than group sessions, found beneficiaries needed more face to face support and/or found some of their indirect costs could not be covered by the project.

### Some Overarching Conclusions

Over the last 3 years the external evaluation has further sought to explore (i) what makes MOVE distinctive from other employability initiatives; (ii) what difference does a VCS partnership delivering this kind of project make; and (iii) how 'sticky' and sustainable are the outcomes it has achieved?

### The USP of MOVE

The lead body, delivery partners, beneficiaries and stakeholders have described the ways in which MOVE has been distinctive and different from other employability programmes:

- MOVE has helped beneficiaries to get the basics / their lives on track before they have started on their journey into work (e.g. supporting or signposting around debt, housing, health). People have described how MOVE has: *"supported people in chaos", "people with daily struggles"* and has provided a *"fresh start and an opportunity to move forward"*. MOVE has also assisted beneficiaries *"at the pre-contemplative stage, who are a mile from wanting to engage. MOVE helps them to realise 'you are worth it'."*
- MOVE has tackled the long term issues facing beneficiaries, addressing the crucial barriers that they face to gaining employment.
- MOVE has been able to pay for support to help beneficiaries on their journey into work (e.g. with equipment, clothing, transport and childcare costs).
- MOVE has worked because delivery partners have had no agenda. People described how *"staff have a general conversation with beneficiaries: tell me about you, what are your hobbies and interests and what you want to achieve... This is often the first time this has happened to them."* MOVE has focused on unlocking the barriers that beneficiaries face and on building trust.
- MOVE has been *"a fluid, flexible project with an indefinite period of time to support beneficiaries and is not target driven...the way it is funded and the opportunities it affords for organisations and beneficiaries are what makes it so flexible."* *"This is not a standard employment programme and there is no pressure to meet a final target. It is person centred support for local communities."*
- The lead body and delivery partners have built relationships with other agencies to support beneficiaries. This has helped beneficiaries who have lacked the confidence or language or found it hard in other ways to get through the system.

The words *"person centred"*, *"holistic"*, *"tailored"*, *"individualised"* and *"long term"* came up in many of the conversations we had with those involved in the project (and with external stakeholders).

### The Benefits, Challenges and Lessons Learned of a VCS Partnership Leading and Delivering MOVE

The MOVE partnership has brought together some 26 partners over the last 3 years to deliver the project. This has led to:

- *Co-production* – the lead body and delivery partners have worked together to design, deliver and improve support and services that have enabled people to move towards or into employment (which has also been informed by beneficiary feedback). MOVE was not prescriptive in its interventions but looked at what worked (and what didn't work) in real-time to support beneficiaries. Over a 3-year period the geographical coverage of the project and the type of support/intervention provided have all increased.
- *Embedding collaborative approaches* – the MOVE partnership has a local presence and commitment to supporting people in communities across Greater Lincolnshire. The project has enabled the lead body to establish and strengthen VCS partnership groups and increased the efficiency and capacity of delivery partners. MOVE has encouraged behaviours in VCS organisations that have led them to want to work together rather than compete with each other (e.g. delivery partners have cross referred beneficiaries as/when appropriate rather than keeping them to reach their own targets). It has provided an opportunity for smaller VCS organisations to deliver on a strategic project that they would otherwise not have been able to bid into. The lead body and delivery partners have also worked together on non-MOVE activities (e.g. offering training to all members of the partnership, jointly running events, sharing practice).
- *A focus on beneficiary outcomes* – delivery partners have concentrated on where beneficiaries are and what they want to do / where they want to be and then monitored their 'personal progress' rather than being time-limited in their support or fixated on targets and results i.e., number of people into jobs. This led delivery partners to work with beneficiaries to focus on sustainable employment, volunteering, learning and training options – even in instances when it was not been possible for them to record the outcome as part of the funders targets and results.
- *Additional value-for-money and leverage* - some delivery partners did not include all of their indirect costs because they were building MOVE onto an existing strand of work. Delivery partners also worked together to identify and share information about funding for MOVE and non-MOVE related activities (e.g. e.g. Lincolnshire Community Foundation MAST).
- *Providing a gateway for public bodies and agencies* – the lead body and delivery partners have engaged with the LEP, jobcentres, health and education providers to meet the wraparound needs of beneficiaries, to increase referrals / raise awareness of MOVE and to share information and learning. This has ensured that MOVE is recognised as distinctive from but aligned to other employability initiatives. This recognition also led to opportunities for VCS organisations to work with mainstream service providers (e.g. a pilot project with JobCentre Plus in Boston).
- *Demonstrating the value that the VCS bring* – MOVE has measured the personalised (softer) outcomes it has achieved through SROI analysis, evidencing the broader impact and achievements that the sector brings to this agenda.

The lead body managed a diverse and complex partnership – setting up processes/systems, quality assurance, monitoring targets and results and thinking through legacy and sustainability. In some instances both the lead body and delivery partners under-estimated the amount of administrative/back office work required which is being taken up in the extension [MOVE BBO 2].



### The 'Stickability' of MOVE

MOVE has engaged 700 people (against a target of 672). So far 136 people have gained employment, 46 moved into training and learning and 32 into job search. 81% of beneficiaries completing a full distance travelled questionnaire reported increased confidence relating to applying for learning volunteering or work; 77% reported increased overall self-confidence and 73% increased personal wellbeing and participation in social activities/society.

To achieve these outputs, the MOVE partnership has carefully considered:

- How to manage *the exit of beneficiaries as the current project ends*. Delivery partners described having conversations with beneficiaries about MOVE coming to an end, putting in place next steps: *"it's not that there's the door but we're preparing a phased exit, we're saying to each beneficiary what do you want to achieve over the next few months and how can we work with you to help you achieve this?"*
- *The role and importance of social activities* – these have often been initiated and led by beneficiaries. They require little direct support from the delivery partner. These activities are not only providing an exit strategy for some beneficiaries, but also supporting them to meet their ongoing physical, mental and emotional support needs, continue to develop skills and widen their social support network. While social activities were not part of the original design of the project they have undoubtedly helped beneficiaries to manage their employment and personal development needs (both now and in the future).
- *Being seen as a trusted and 'go to' place for support* – with some beneficiaries that exited to take up a volunteering opportunity subsequently re-entering the project at a later date to help them find employment/start job search. There is also evidence of beneficiaries having referred their peers and other family members and friends into the project.

What would have happened without MOVE? Beneficiaries told us they would be:

- Still applying for inappropriate or unsustainable jobs.
- Remaining unaware of opportunities available to them.
- Continued confrontation with issues and situations without the means to overcome them.
- Being refused help from other sources.
- Struggling with online job search and application processes.
- *"We would just have carried on looking for jobs, clinging to hope – festering."*

According to one delivery partner, *"if we are going to get people into sustainable jobs then longer term contact is needed."* Even if/where a beneficiary did not achieve an outcome specified by the funders in their targets and results; delivery partners believe all have achieved other outcomes and made personal progress.

## 5. WHERE NEXT?

This section of the report considers the learning that has been shared across the project, and how this might be used to inform the extension [MOVE BBO 2] and other successor project(s).

### **Some Considerations for a Successor Project(s)**

Over the course of the evaluation we have attended delivery group meetings and interviewed delivery partners, beneficiaries and stakeholders about what has worked well and less well. At the end of each year we have also held sharing & learning events for the MOVE partnership. These have provided us with a series of opportunities to discuss good practice and lessons learned. Taken as a collective, the following points were raised to inform future initiatives:

- *Awareness and promotion* – coordinating this across the partnership from the outset of the extension but in a way that does not lead the project to receive unsuitable referrals and/or to become heavily over-subscribed with enquiries. This should provide greater awareness of the support available from the extension within delivery partner organisations, with external agencies and beneficiaries.
- *Referrals* – the partnership balancing referrals with delivery partner capacity. Some partners that have been over-subscribed under MOVE sent beneficiaries to appropriate and under-subscribed delivery partners. The lead body could work with delivery partners under the extension to understand where support demands have been high in MOVE and if/how these can shape the support offer in the extension.
- *Coverage* – delivering the project through outreach and taking a blended approach to help people access the extension and its activities regardless of where they live. Who/where has MOVE not penetrated? Which group(s) of beneficiaries have not been reached?
- *Local labour markets* – aligning the support the extension project offers with the skills employers need.
- *Finance* – the unit costs delivery partners estimated at the start of MOVE in some instances were different to the real/actual costs of delivery. 12 delivery partners under-estimated the amount of administration required and the lead body found additional resource to support them.
- *Monitoring* – it was suggested that the lead body summarise overarching findings from quarterly compliance visits at delivery group meetings (e.g. examples of good practice, common issues and how they are being overcome).
- *Outcomes / progress* – some delivery partners have collected monitoring information above what the funders have requested (e.g. barriers facing beneficiaries, the results of holistic/wraparound support such as reducing debt etc.). MOVE has also achieved other outcomes not designed at the outset (e.g. social activities). The extension provides an opportunity to collect consistent information about the personal progress being made by beneficiaries.

### Some Considerations for Future Evaluation Work

In the extension we would suggest continuing with the following evaluation activities:

- Quarterly **data analysis** and annual trends analysis.
- Attendance at **delivery group meetings** – to update delivery partners on the external evaluation and gain their input and insights.
- **Interview beneficiaries** to hear first-hand about their experiences of being on MOVE.
- Undertake **SROI analysis** – based on information provided by the internal evaluator from the distance travelled questionnaires and/or outcomes star.
- **A sharing and learning event** at the end of each year – to triangulate findings, share learning and inform the drafting of evaluation reports.

The table below sets out some additional information that could also be collected:

Evaluation Strand	Examples of New Proposed Evaluation Activities	
Process	Data	<ul style="list-style-type: none"> <li>• Data it would be useful to collect from APTEM includes: more categories for activity on exiting (e.g. volunteering, whether the beneficiary is full or part time employed and whether employed or self-employed).</li> <li>• Identify a comparator programme in a different geography to compare with at the end of year 3.</li> <li>• Analysis of how long beneficiaries have been on the project, broken down by circumstances, geography, delivery partner etc. – and which beneficiaries (and why) have transferred to the extension and/or re-enter the extension.</li> </ul>
	Systems / Processes	<ul style="list-style-type: none"> <li>• Understanding APTEM – and improvements/refinements made for and during the extension. What other data is captured in APTEM that could assist with the external evaluation?</li> <li>• Understanding the process for setting targets and funding for delivery partners in the extension.</li> <li>• Spreadsheet monitoring of delivery partner performance – how this is collated and monitored by the lead body.</li> </ul>
	Strategic Context	<ul style="list-style-type: none"> <li>• How does MOVE connect with other employability, skills and workforce initiatives (e.g. LEP, DWP, Local Authorities, BBOs etc.) and with employers?</li> </ul>

Evaluation Strand	Examples of New Proposed Evaluation Activities	
<b>Impact</b>	Beneficiaries	<ul style="list-style-type: none"> <li>• Understanding how the exiting of beneficiaries from MOVE or into the extension has been managed.</li> <li>• A better understanding of, and collecting information about, social activities.</li> <li>• A longitudinal study of people exiting the project – including those that left in years 1 and 2 of MOVE as well as those leaving during the extension (have the outcomes been sustained?)</li> <li>• Following a sample of beneficiaries through the extension – systems/ processes, activities, outcomes and exiting.</li> <li>• Group interviews of beneficiaries.</li> <li>• An understanding of how/why/where beneficiaries have engaged in education and training, including where the outcome cannot be claimed according to the funders targets and results.</li> <li>• An understanding, from a beneficiary perspective, of how MOVE links to other BBOs and employability support, agencies and employers.</li> <li>• A review of the beneficiaries who have exited MOVE into employment and then have returned to MOVE and the reasons for this (e.g. seasonality, need more support, change in personal circumstances).</li> </ul>
	Delivery Partners	<ul style="list-style-type: none"> <li>• Observation of delivery (e.g. one-to-ones and group work).</li> <li>• Developing short key lines of enquiry for delivery partners and staggering the questions at delivery partner meetings.</li> <li>• Future funding working groups – how these groups are looking at gaps, collaborating, jointly submitting bids etc. What have they achieved during the MOVE project and what is being undertaken in the extension?</li> <li>• Understanding if/how MOVE has built capacity within delivery partner organisations.</li> </ul>
	Stakeholder Perspectives	<p>Interviewing a sample of employers and employability, health or housing organisations to understand:</p> <ul style="list-style-type: none"> <li>• Their awareness of and/or any involvement in the extension.</li> <li>• Their overall impression of the extension and its activities.</li> <li>• How they think the project aligns to other, mainstream provision.</li> </ul>

Evaluation Strand	Examples of New Proposed Evaluation Activities	
<b>Economic</b>	Project Costs	<ul style="list-style-type: none"><li>• Finding out how delivery partners manage their budget and keep on track (e.g. financial reporting forms).</li><li>• Estimating the unit cost of supporting a beneficiary / different types of beneficiaries.</li><li>• Estimating the rural and/or coastal costs of delivering MOVE.</li></ul>