



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

External Evaluation Report: Year 4



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# SUMMARY

### What is Greater Lincolnshire MOVE?

Greater Lincolnshire MOVE (Moving on, Volunteering & Employability) is a 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 provides a range of support and interventions to help economically inactive and unemployed people to start on the road into employment. The project aims to address the underlying – and often multiple – barriers that beneficiaries face by providing them with holistic support (where, when and how they want it) to make long-lasting changes to their lives; helping them manage their professional and personal needs now and into the future. Voluntary Centre Services (VCS), the lead body for the project, is working with 20 voluntary and community sector (VCS) partners [the MOVE partnership] to provide this support.

The original project was delivered between June 2016 and June 2019. In May 2019 VCS received confirmation that MOVE had been successful in its application for a 3-year extension. The project extension is taking place between June 2019 and June 2022.

This document contains the findings from year 4 of the external evaluation, covering the period 1 July 2019 – 30 June 2020.

### Why carry out an evaluation?

The external evaluation is both ‘formative’ (taking place during the delivery of the project) and ‘summative’ (assessing the project at the end of the extension period). This is important because it provides the MOVE partnership with ongoing feedback which they can use to make real-time modifications during delivery as well as see what could be taken into any successor project(s).

The external evaluation is being carried out by Rose Regeneration, Lincoln International Business School (University of Lincoln) and Cross Keys Associates. These organisations carried out the external evaluation of the original project and have used the recommendations and learning from this to identify evaluation activities to carry through into the extension period.

The external evaluation comprises three strands:

1. *Process evaluation* - this is an assessment of how MOVE is being implemented and if it is operating as intended.
2. *Impact evaluation* – this is an assessment of the outcomes and achievements of MOVE on beneficiaries.
3. *Economic evaluation* - this is an assessment of whether the project is offering value-for-money to the funders and/or whether it can be more effective economically.

The external evaluation is centred on answering the following questions:

- a) What systems, processes and governance arrangements has MOVE put in place and developed to help economically inactive and unemployed people start on the road into employment? What is this telling us about the role and contribution a Voluntary and Community Sector (VCS) led partnership makes to employability provision?
- b) What impact and outcome is the project having on beneficiaries – do the services and activities offered enable beneficiary progression and where/how is the project adding value?
- c) How does MOVE understand the role of other partners in the employability agenda, including the public and private sectors (employers) – and how does it align to other provision/initiatives?
- d) How much funding has the project received – and how responsive and effective are the services and activities it offers and how is it providing value-to-money to the funder?
- e) What steps are being put in place to ensure the lessons learned and good practice are taken forward in future initiatives?

### Context

In January 2020 the World Health Organisation (WHO) confirmed that a novel coronavirus was the cause of a respiratory illness in a cluster of people in Wuhan, China. Following levels of spread and severity across the globe in March 2020 the UK Government imposed a lockdown, banning all “non-essential” travel and contact with people outside of one’s household. In June the Government set out relaxation measures to ease the lockdown measures, to take effect from early July. The economic impact of COVID-19 has tipped the UK into deep recession – some people have already lost their jobs and others will do so in the months and years ahead. Some people will face worse employment prospects. It is against this backdrop that the MOVE partnership has sought to support beneficiaries during the lockdown. This report highlights this support and also reviews the implications of COVID-19 on future delivery and the remainder of the extension.

## Key findings so far

### What systems, processes and governance arrangements have VCS and delivery partners put in place?

APTEM is used by the MOVE partnership to monitor the implementation and delivery of the project.

- The ‘trackers’ and ‘notes’ sections on the system are used by *delivery partners* to record information about the barriers beneficiaries face, the support they are receiving (who, when, where), the goals they are working towards and the outcomes they achieve at exit.
- VCS as the *lead body* uses APTEM to monitor the performance of the project, including reviewing how support is being targeted to ensure geographical coverage, demography and the split between unemployed and economically inactive beneficiaries. VCS undertakes a quarterly compliance check of each delivery partner to confirm their data entries on APTEM. This has also involved specific work with the partnership on the recruitment of older beneficiaries and economically inactive beneficiaries. VCS also reviews, on a monthly basis, evidence of eligibility for beneficiaries being enrolled onto the project.

- There is regular communication across the MOVE partnership (e.g. forum area of the MOVE website, MOVE newsletter) to highlight any matters relating to systems and processes (e.g. GDPR, branding, safeguarding, equality and diversity).
- VCS provides support to delivery partners on how to use the system and any updates.

MOVE is supporting beneficiaries facing multiple barriers around their employability, some of whom are 'hidden' and are not included in any official figures. The project's systems are recording the barriers they face and evidencing the outcomes they are achieving – both the targets agreed with the funders (e.g. number of people into education/training, employment, active job search) and the achievements that individual beneficiaries make in their everyday lives (e.g. increased confidence, a more positive outlook, joining in with an activity in their local community etc.)

Since the extension period began a number of changes have been made to standard systems. We call this 'Strategic Added Value' (SAV). Some examples of SAV recorded by the evaluation team include: (i) the lead body undertaking a compliance check on all beneficiaries enrolled onto the project before a delivery partner can allocate any spend on them; (ii) ensuring a consistent approach to marketing and communication across all three BBO projects operating in Greater Lincolnshire; (iii) VCS disseminating a weekly newsletter during COVID-19 lockdown period to assist delivery partners in enrolling, supporting [non face-to-face] and exiting beneficiaries; (iv) the implementation of the Pathway Star across the MOVE partnership to measure the distance travelled by beneficiaries; and (vi) providing delivery staff with training opportunities such as attendance at mental health first aid courses.

In June 2020 the evaluation team carried out an online survey of delivery partners to find out how they were supporting current beneficiaries and/or beneficiaries that had exited the project during COVID-19. 29 responses from across the MOVE partnership were received. The analysis reveals how delivery partners continued to support beneficiaries during this period, with many commenting that beneficiaries valued the ongoing contact they were able to offer. The support offered to both current and former beneficiaries is holistic, and not solely focused on employability – with many delivery partners signposting beneficiaries to other specialist services, and supporting beneficiaries with their mental and emotional wellbeing. Many delivery partners foresee an increase in demand for their services as a result of the pandemic.

In response to the pandemic a number of delivery partners have contacted VCS to ask about profiling beneficiary numbers for the remainder of the project, given the difficulties in enrolling and exiting people under lockdown. Since July 2020 VCS has been processing quarterly reporting figures to see where each delivery partner (and the project overall) is against these targets.

### **What impact and outcomes is the project having on the lives of beneficiaries so far? And what has happened to some of the beneficiaries that the project supported in years 2 and 3?**

Our discussion with beneficiaries and delivery staff has highlighted the following features of the project:

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- *Person-centred*: beneficiaries are not expected to participate in the project in a set or standard way.
- *Overcoming barriers*: the focus of the project is on identifying and working with individual beneficiaries to understand the issues that they face that. In many cases these issues have not been picked up or addressed before.
- *Responsive*: delivery partners support beneficiaries as their needs and circumstances change. This has been highlighted in the support they have received from delivery staff during COVID-19.
- *Flexible*: the project fits around meeting the needs of individual beneficiaries – and participation is not time limited.
- *Independent*: delivery staff are aware of, but separate from, other mainstream employability/work programmes.
- *Holistic*: delivery staff provide a supportive and non-judgemental environment within which to help beneficiaries.
- *Outcomes and goals focused*: MOVE supports beneficiaries on their journey towards and/or into work– the project has overall targets agreed with the funders but as a partnership delivery partners are not targets or outputs driven.

Delivery partners stressed the importance of beneficiaries being willing to commit to change. Beneficiaries have had access to a whole range of options and support, providing they were fully committed to the process:

*“We work closely with other staff...and the Jobcentre as well as developing referrals through the church.....but people need to want to do it.”*

In return, delivery staff highlighted some of the ways in which they support beneficiaries at their own pace, getting to know them when they first enrol and identifying the actions needed to encourage them to start developing aspirations and plans:

*“MOVE fits in well with the Journey to Work [a Lottery funded programme developed by a delivery partner], supporting people from the very beginning and helping people overcome barriers.....it’s about supporting the community to improve people’s lives.”*

Compared to the original project, during the extension the MOVE partnership is seeking to increase the visibility, reach and type of support provided. This includes:

- *Piloting projects* – these are currently being led by VCS and include: (i) working with a school in Grantham and delivery partners to run group sessions during the school term and one-to-one support sessions; and (ii) Sleaford learning project – working with the Town Council and Lincolnshire County Council to provide pre-entry functional skills courses alongside an existing job club. It is anticipated that these pilots will increase the pipeline of beneficiaries coming into MOVE, will maximise resources by working with other stakeholders and funding streams, and widen the geographical coverage of the project. If these pilots are successful it may be possible for them to be scaled up and delivered in other parts of Greater Lincolnshire.



- During the extension some *delivery partners are providing overarching rather than individual support*. VCS, for example, is offering informal group sessions on volunteering and micro-volunteering; helping beneficiaries to see how they can transfer volunteering skills into employment. YMCA is offering 2-hour workshops over 6 weeks for people interested in starting their own business.

In April 2020 VCS carried out a review to end of December 2019 of the learning and employment outcomes achieved by beneficiaries that had exited the project. Information about the type of employment outcomes achieved was available for 159 beneficiaries from 21 delivery partners, of these: 83 jobs were full time and 76 part time; 142 jobs were permanent, with 8 people in apprenticeships, 7 on fixed term contracts and 2 on work trials; all of these jobs except one were located in Greater Lincolnshire; and they covered a wide range of sectors: with 35 of these jobs in retail, 24 jobs in health and care, 15 jobs in hospitality and catering, 13 jobs in administration, 12 jobs in cleaning, 10 jobs in construction, and 10 jobs in transport and logistics. Information about learning outcomes was available for 65 beneficiaries who had received support from 14 delivery partners. The level of qualification was available for 44 beneficiaries of whom, 20 people had achieved a level 2 qualification, 10 people a level 1 qualification, 5 people a level 3 qualification, 5 had started a degree, 3 were undertaking a traineeship and 1 a GCSE course. For 57 beneficiaries a training provider was listed. Of those, 21 training providers were delivery partners. Where the course title was available it is clear that qualifications are focused on developing functional skills (e.g. English, maths, ICT and science), employability skills in occupational settings (e.g. counselling, customer service, social care) and transferrable skills (e.g. health and safety, first aid).

### **How much funding has been drawn down – and how has the project used this money efficiently and economically?**

From a forecast budget of £840,157.70 the funding spent in year 4 was £687,363.22. The total underspend currently sits at £152,794.48. This underspend is in direct staff costs, consumables, beneficiary allowances and beneficiary expenses across all quarters and in equipment in the first two quarters.

In response to COVID-19 VCS is working with delivery partners to re-profile the beneficiaries they believe they can support for the remainder of the project. During lockdown information from delivery partners suggests a reduction in staff expenses (e.g. travel costs) and an increase in equipment as delivery staff moved to home working. Going forward, depending on the delivery model partners will be implementing, some of the budget headings may need re-profiling (e.g. consumables, equipment, participant allowances, participant expenses, staff expenses and venue hire). Some of the current underspend may also be allocated to support pilot projects and new ways of working (e.g. to increase access to specialist sessional workers, encourage further cross partnership working).

### Can any of the activities be scaled up and/or does anything need refining?

Members of the external evaluation team have attended delivery group meetings, surveyed and/or interviewed delivery staff and beneficiaries about what is working well and what is working less well. In July 2020 we held a sharing and learning webinar for the MOVE partnership to triangulate the findings from year 4. These activities have provided a series of opportunities to discuss good practice and lessons learned. Taken as a collective, the following suggestions have been made:

- *Increase awareness and sharing learning within delivery partner organisations*: some delivery partners have taken learning from MOVE to design and develop interventions for other strands of their work (e.g. confidence building, mental health, social prescribing). Delivery partners have also drawn on their experiences of MOVE to submit funding applications to deliver complementary activities (e.g. financial inclusion, community green space).
- *Increase sharing / learning across the MOVE partnership*: particularly for delivery partners with similar interventions (e.g. job clubs, functional skills). This could build upon the information that is currently shared at partnership meetings by providing opportunities for delivery staff to visit similar activities at other partners. This would encourage delivery partner-to-delivery partner learning and broader discussions across the partnership on issues such as risk, safeguarding, outcomes and quality.
- *Local labour markets*: aligning the support the project offers with the skills employers need by working more closely alongside employers.
- *Re-profiling beneficiary numbers in light of COVID-19*: continuing to monitor where referrals are coming from (i.e., by delivery partner, geography, demography) and an agreed approach across the partnership for supporting existing and new beneficiaries to manage demand and capacity/resources.

### Where next?

In year 5 the external evaluation is looking to focus on:

- ✓ Observation of *group delivery activities* to find out the difference the support is making to individual beneficiaries (in the short and longer term) and whether it is leading to peer-to-peer and delivery partner-to-delivery partner sharing and learning.
- ✓ Continue to follow a sample of *beneficiaries through the extension* – from joining, through to participating and exiting.
- ✓ Monitoring any *beneficiaries that have exited and return to the project* to find out (a) what they did when they left MOVE, (b) why they have returned and the support they are receiving, (c) whether/how this help is different from what they did before, and (d) what they would like to happen at the end of their involvement with the project. While the number of returnees has been negligible so far, the impact of COVID-19 may see an increase in exited beneficiaries wanting to enrol back onto the project.
- ✓ Undertake *further analysis of beneficiaries that have exited the project* – through analysing APTM data on employment and learning outcomes, and interviewing a sample of beneficiaries.
- ✓ Understanding the *actual costs and resources* needed to provide support to a beneficiary or different types of beneficiaries, in different locations and using different delivery models.



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- ✓ How MOVE aligns to current and planned employability initiatives – this will be picked up through the work of a *policy thinking and shaping group* being facilitated by the evaluation team.

## INTRODUCING GREATER LINCOLNSHIRE MOVE

Greater Lincolnshire MOVE (Moving on, Volunteering & Employability) is a 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 provides *a range of support and interventions to help economically inactive and unemployed people to start on the road into employment.*

The original project was delivered between June 2016 and June 2019. In May 2019 Voluntary Centre Services (VCS), the lead partner, received confirmation that MOVE had been successful in its application for a 3-year extension. *The project extension is taking place between June 2019 and June 2022.*

To prepare for the project extension, VCS and delivery partners used the learning from the original project to refine the project objectives and delivery model. This work focused on five key areas:

1. *Which beneficiaries have not been reached?* The extension is focusing on *how to increase the accessibility and reach of the project.* In the original project the partnership worked hard to overcome some of the challenges facing beneficiaries who wanted to take-up the diversity and breadth of support available but whom lived in rural and coastal areas without good links to public transport or access to a car. VCS and delivery partners are looking at how to overcome these barriers.

2. *How can geographical coverage be increased?* In the original project VCS and delivery partners worked hard to ensure the partnership covered Greater Lincolnshire (i.e., leading some delivery partners to expand into new areas not specified at the application stage). The proposed delivery model of a series of hubs and access points was replaced by a distributed model of delivery – with MOVE delivered in partner premises, in community venues and outreach. During the extension VCS and delivery partners are looking at how they can *increase project reach by offering more outreach support and/or through the use of technology.*

3. *What works well in supporting beneficiaries back into work that can be built upon in the extension?* During the original project there was recognition by *many delivery partners of the distance beneficiaries needed to travel on their journey towards/into employment* and how much staff time (including face to face and ongoing/light touch help) was required to support them. Delivery partners further recognised the administration and office support required to deliver MOVE [with 12 delivery partners provided with additional admin resources during the original project]. During the original project some *delivery partners offered group activities – these were often initiated and led by beneficiaries and continued after they had exited the project.* Group activities not only provided an exit strategy for some beneficiaries, but also supported them to meet their ongoing physical, mental and emotional support needs, continue to develop their skills and/or widen their social support network. While group activities were not part of the original design of the project they have undoubtedly helped beneficiaries to

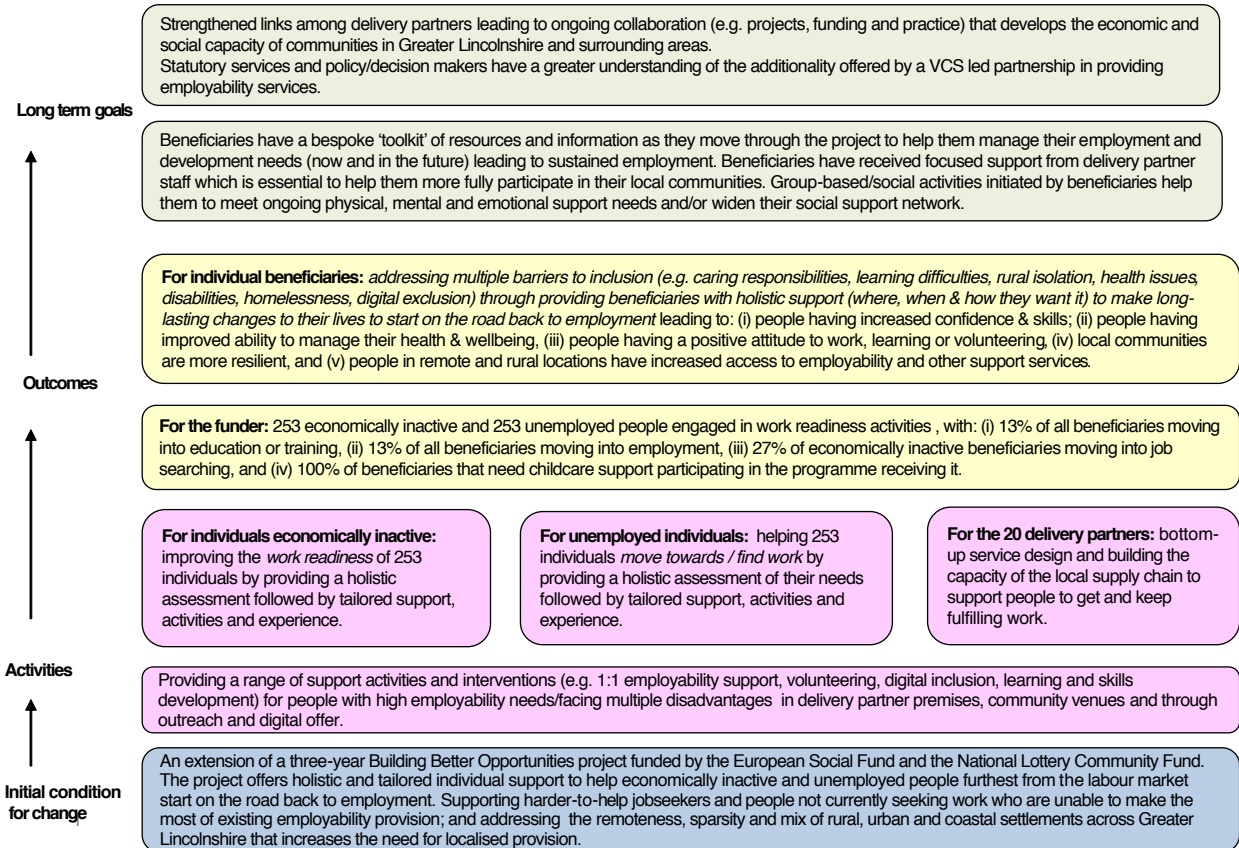
manage their employment and personal development needs (both now and in the future). *More delivery partners will be offering group activities during the extension.*

4. *How does MOVE align to other employability provision? VCS has ensured the paperwork is consistent across all 3 BBO projects operating in Greater Lincolnshire.* This 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. At the start of the extension, an audit was completed across all three BBO projects, so each delivery partner (even on multiple projects) only needed to be assessed once around its marketing/branding compliance, with overall findings from the review shared at a quarterly partnership meeting. The original project focused on building the confidence of beneficiaries in an employment related way. Because of this MOVE tackled the long term issues facing beneficiaries, addressing the crucial barriers that they faced to gaining employment. *The project provided a gateway for public bodies and agencies – with VCS and delivery partners engaging with the Greater Lincolnshire Local Enterprise Partnership (GLLEP), Lincolnshire County Council (LCC) and the Department for Work and Pensions (DWP) to increase referrals / raise awareness of MOVE and to share information and learning.* This ensured MOVE was recognised as distinctive from, but aligned to, other employability initiatives. This recognition also led VCS organisations participating in MOVE to work with mainstream service providers (e.g. piloting a project with Jobcentre Plus in Boston). In preparation for the extension, VCS undertook a review of *current and emerging employability provision in Greater Lincolnshire to ensure the project complements and does not duplicate other initiatives.* This included reviewing the evidence base underpinning the Local Industrial Strategy, GLLEP’s employment and skills action plan; and GLLEP strategic economic plan 2014-2030.

5. *Legacy and sustainability – delivery partners considered how they would manage the exit of beneficiaries as the current project ended.* This included having conversations with beneficiaries about MOVE coming to an end and putting in place next steps with them. At the outset of the extension VCS has used information from the original project (e.g. average length of time on project, outcomes achieved, light touch support provided by some delivery partners to beneficiaries) *to agree a delivery time period with partners so that exiting beneficiaries is built into the extension.*

For the original project 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 wanted to see happen. At the start of the extension period this diagram was updated (see overleaf) to reflect changes in the delivery model and the enhanced offer for beneficiaries:

**Greater Lincolnshire MOVE (Moving on, Volunteering & Employability) Extension**



**Our approach to evaluation**

The external evaluation is both 'formative' (taking place during the delivery of the project) and 'summative' (assessing the project at the end of the extension period). This is important because it provides VCS and the partnership with ongoing feedback which they can use to make real-time modifications during delivery as well as see what could be taken into any successor project(s).

The external evaluation is being carried out by Rose Regeneration, Lincoln International Business School (University of Lincoln) and Cross Keys Associates. These organisations carried out the external evaluation of the original project and have used the recommendations and learning from this work to identify evaluation activities to carry through into the extension period.

### Evaluation questions

- a) What systems, processes and governance arrangements has MOVE put in place and developed to help economically inactive and unemployed people start on the road into employment? What is this telling us about the role and contribution a VCS led partnership makes to employability provision?
- b) What impact and outcomes is the project having on beneficiaries – do the services and activities offered enable beneficiary progression and where/how is the project adding value?
- c) How does MOVE understand the role of other partners in the employability agenda, including the public and private sectors (employers) – and how does it align to other provision/initiatives?
- d) How much funding has the project received – and how responsive and effective are the services and activities it offers and how is it providing value-to-money to the funder?
- e) What steps are being put in place to ensure the lessons learned and good practice are taken forward in future initiatives?

The external evaluation for the extension comprises three strands:

1. *Process evaluation* - this is an assessment of how MOVE is being implemented and if it is operating as intended.
2. *Impact evaluation* – this is an assessment of the outcomes and achievements of MOVE on beneficiaries.
3. *Economic evaluation* - this is an assessment of whether the project is offering value-for-money to the Lottery/ESF and/or whether it can be more effective economically.

The table overleaf lists the process, impact and economic evaluation activities that are being undertaken during the extension period:

Evaluation strand	External evaluation activities	
<b>Process</b>	Baseline	Review extension documentation submitted to the funder and update the theory of change.
	Data	Quarterly data analysis, including: <ul style="list-style-type: none"> <li>• Collecting more information and analysis of categories for activity on exiting; specifically volunteering and, within employment, whether the beneficiary is full or part time employed and whether employed or self-employed.</li> <li>• Analysis of how long beneficiaries have been on the original project and the extension, broken down by circumstances, geography, delivery partner etc. – and which beneficiaries (and why) have transferred to the extension and/or returned.</li> </ul>
	Systems and processes	<ul style="list-style-type: none"> <li>• Understanding APTEM – and improvements/refinements made 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 delivery partner performance – how this is collated and monitored by VCS?</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	External evaluation activities	
<b>Impact</b>	Beneficiaries	<ul style="list-style-type: none"> <li>• Understanding how the exiting of beneficiaries from the original project into the extension has been managed.</li> <li>• A better understanding of (and collecting information about) group activities.</li> <li>• A longitudinal study of people exiting the project – including those that left in years 1-3 as well as those leaving during the extension (are the outcomes being sustained?)</li> <li>• Following a sample of beneficiaries through the extension – through systems/processes, activities, outcomes and exiting.</li> <li>• Group interviews with beneficiaries.</li> <li>• An understanding of how/why/where beneficiaries have engaged in education and training, including where the outcome cannot be claimed by MOVE.</li> <li>• Measuring the broader value of the project by collating data from the Pathway Star (demonstrating the distance travelled by beneficiaries) and inserting this information into the Social Value Engine (to quantify the outcomes beneficiaries have achieved).</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 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.</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 MOVE.</li> <li>• Their overall impression of MOVE and its activities.</li> <li>• How they think the project aligns to other, mainstream provision.</li> </ul>

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Evaluation strand	External 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 actual costs of delivering MOVE.</li> </ul>

The table below provides a further schematic of these activities over the three-year extension period:

	Year	Activities	Outputs
<b>Formative</b>	4	<ul style="list-style-type: none"> <li>Document review to produce baseline and theory of change.</li> <li>Document review to understand strategic context / alignment with other initiatives.</li> <li>Download data from APTEM to provide quarterly analysis and annual analysis.</li> <li>Attendance at delivery partner meetings to cover key lines of enquiry questions.</li> <li>A longitudinal study of beneficiaries exiting in years 1-3 and during the extension.</li> <li>Interviews with current beneficiaries (individually and in groups).</li> <li>Set up SROI data collection process.</li> </ul>	Sharing and learning webinar.  Year 4 report.
	5	<ul style="list-style-type: none"> <li>Download data from APTEM to provide quarterly and annual analysis.</li> <li>Attendance at delivery partner meetings to cover key lines of enquiry questions.</li> <li>Observation of delivery (one to one and group activities).</li> <li>Attendance at future funding working group(s).</li> <li>Interviews with current and previous beneficiaries.</li> <li>Estimate the SROI delivered by the project so far.</li> </ul>	Sharing and learning event.  Year 5 report.

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	Year	Activities	Outputs
<b>Summative</b>	6	<ul style="list-style-type: none"> <li>Download data from APTEM to provide quarterly analysis and annual analysis.</li> <li>Attendance at delivery partner meetings to cover key lines of enquiry questions.</li> <li>Sample the actual costs of delivery partners supporting beneficiaries (location, type of support, circumstances/barriers, outcomes achieved).</li> <li>Update longitudinal analysis of beneficiaries that have exited the project.</li> <li>Stakeholder interviews – review project alignment with other initiatives.</li> <li>Final SROI analysis.</li> </ul>	<p>Sharing and learning event.</p> <p>Final report.</p>

### About this document

This document sets out the key findings of the evaluation during year 4. It also draws upon, and makes comparisons to, the original project (particularly year 3). It is organised into four main sections:

1. The **findings of the process evaluation** – this section reviews the project systems and processes put in place during the extension so far.
2. The **findings of the impact evaluation** – this section describes the outcomes and achievements made by beneficiaries on the extension so far, and returns to find out where some of the beneficiaries that participated in the original project are now.
3. The **findings of the economic evaluation**: this section reviews how much funding has how been drawn down so far.
4. **Where next?** This section identifies activities that could be scaled up or refined over the remainder of the project.

### Context

In January 2020 the World Health Organisation (WHO) confirmed that a novel coronavirus was the cause of a respiratory illness in a cluster of people in Wuhan, China. Following levels of spread and severity across the globe the WHO characterised COVID-19 a pandemic in March 2020. In England, in February the Department of Health and Social Care (DHSC) launched a public information campaign and began posting daily updates. In March the UK Government imposed a lockdown, banning all “non-essential” travel and contact with people outside of one’s household. Schools businesses, venues, facilities and amenities were closed. In June the Government set out measures to relax some lockdown measures to take effect from early July. The economic impact of COVID-19 has tipped the UK into deep recession – some people have already lost their jobs and

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others will do so in the coming months and years ahead. Some people will face worse employment prospects in the future. It is against this backdrop that MOVE has sought to continue to support beneficiaries during the lockdown. This report highlights this support and also considers the implications of transitioning out of lockdown on future delivery.

## IN FOCUS: PROCESS FINDINGS

This section of the report considers how performance targets for the extension were set across the MOVE partnership and the project systems and processes which are being used to monitor the achievement of these targets.

### What targets have been set for the project?

Targets were agreed with each delivery partner at the start of the extension. These figures were based upon:

- The number of beneficiaries each delivery partner had supported during the original project [e.g. the demographic characteristics of beneficiaries, the split between economic inactive and unemployed, and the types of outcomes achieved in years 1-3]; and
- How many beneficiaries each partner anticipated they would be able to support over the duration of the extension (years 4-6).

This information is shown in the table overleaf:

Delivery partner	Total achieved year 1-3					Targets for years 4-6				
	Engaged in education or training upon leaving	Into employment, including self-employment	Of these, beneficiaries who were unemployed on enrolment	Of these, beneficiaries who were economically inactive on enrolment	Economically inactive engaged in active job search	Engaged in education or training upon leaving	Into employment, including self-employment	Of these, beneficiaries who were unemployed on enrolment	Of these, beneficiaries who were economically inactive on enrolment	Economically inactive engaged in active job search
<b>Abbey</b>	0	17	15	2	0	0	16	16	0	0
<b>BGU</b>	3	7	4	3	1	4	0	0	0	6
<b>Boston College</b>	4	7	0	7	0	3	0	0	0	7
<b>Children's Links</b>	0	4	3	1	0	7	3	1	2	7
<b>CLIP</b>	4	10	7	3	0	5	18	18	0	0
<b>Framework</b>	1	7	3	4	1	8	2	2	0	8
<b>Grantham College</b>	0	4	0	4	1	6	7	3	4	6
<b>Green Synergy</b>	2	5	4	1	0	7	4	1	3	9
<b>LAT</b>	0	5	4	1	0	6	1	0	1	6
<b>LCVS</b>	0	2	0	2	0	6	3	2	1	5

## GREATER LINCOLNSHIRE MOVE

Delivery partner	Total achieved year 1-3					Targets for years 4-6				
	Engaged in education or training upon leaving	Into employment, including self-employment	Of these, beneficiaries who were unemployed on enrolment	Of these, beneficiaries who were economically inactive on enrolment	Economically inactive engaged in active job search	Engaged in education or training upon leaving	Into employment, including self-employment	Of these, beneficiaries who were unemployed on enrolment	Of these, beneficiaries who were economically inactive on enrolment	Economically inactive engaged in active job search
<b>Riverside Training</b>	0	2	2	0	0	9	8	3	5	9
<b>Seagull</b>	4	7	5	2	5	4	1	0	1	3
<b>Sortified</b>	3	9	2	7	3	6	0	0	0	6
<b>VANEL</b>	1	1	1	0	0	6	5	2	3	7
<b>VANL</b>	0	6	1	5	1	7	1	1	0	6
<b>YMCA</b>	0	4	0	4	0	6	2	2	0	7
<b>Ongo</b>	8	12	4	8	1	0	0	0	0	9
<b>KTRC</b>	0	0	0	0	0	3	4	2	2	3
<b>Network</b>	0	0	0	0	0	3	3	1	2	3
<b>VCS</b>	14	6	2	4	0	1	2	2	0	1

During COVID-19 a number of delivery partners have contacted VCS to ask about profiling their beneficiary numbers for the remainder of the project, given the difficulties in enrolling and exiting people during lockdown. In June 2020, communication from the funders stated: *“we understand the difficulty projects are facing and that progress will be curtailed due to challenges resulting from COVID-19. Whilst targets cannot be changed now, we encourage you to explain changes to progress through the usual route in using progress reports in Annex B. This can include appropriate narrative to explain any issues you have encountered around performance. Whilst we encourage you to think creatively about how to maintain participant engagement during this time, we do appreciate that this is an unprecedented context that may impact on your usual practice.”* Since July 2020 VCS has been processing quarterly reporting figures to see where each delivery partner (and the project overall) is against project targets. Each delivery partner has been asked to model a best case scenario (meaning they hit their stretch targets) and a worst case scenario (where they hit their outline targets).

### What systems and processes have been set up?



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## GREATER LINCOLNSHIRE MOVE

The MOVE partnership uses a system called 'APTEM' to record information about (and monitor) each beneficiary. APTEM was originally developed for Department for Work and Pensions (DWP) Jobcentre programmes.

VCS uses the system to *monitor the performance* of each delivery partner against their targets. VCS also uses APTEM to monitor *geographical spread* (by beneficiary postcode) and negotiate with delivery partners to deliver in new areas (e.g. the lack of delivery in South Holland in years 1-3 led KTRC and Framework to operate in this area and to Boston College increasing the time spent at the Spalding campus).

Data and information on APTEM is also monitored to see if delivery partners are targeting too narrow a demographic (e.g. more males than females; or more economically inactive than unemployed). This assists VCS in picking up on the delivery model being used by each partner and if they are targeting those who are not furthest from the labour market (i.e., recently unemployed rather than economically inactive). This has led VCS to work with delivery partners to *understand why they have targeted support in this way and how they might reach a different audience*.

The information that each delivery partner enters onto APTEM is used by VCS to undertake *in-depth partner and beneficiary file checks* (i.e., to check/confirm the quality of the data input, any gaps, find out about and challenge internal quality assurance procedures). To assist delivery partners with compliance there is a 'compliance documents folder' in addition to the documents folder on APTEM. This was introduced during year 3 of the project because delivery staff could delete documents which led to evidence of eligibility being lost. When a new beneficiary is enrolled this information is carried through to this compliance tab and is not deletable. A compliance file check is undertaken with every delivery partner each quarter.

Grantham College is the lead for the employment into learning BBO project – here they approve new beneficiaries before authorising any spend. During the extension VCS is applying a similar approach with all new beneficiaries checked on a monthly basis to ensure they are eligible for MOVE – this means delivery partners are not be able to allocate spend until approval has been received by VCS.

VCS provides the following support to delivery partners on how to use APTEM:

- YouTube tutorials and one to one meetings with delivery staff.
- Beneficiaries should not be on boarded/enrolled onto APTEM until their suitability and eligibility has been checked [e.g. the documents required to complete Annex H/entry form].
- One to one training is delivered via a test group on APTEM – this provides a safe space for delivery staff to practice.
- Once the training is complete delivery staff receive an email inviting them to join APTEM.
- Rows highlighted in yellow on the system specify mandatory information that delivery staff are required to enter.

There are a range of employability tools embedded in the system (e.g. competencies, job search, CV writing) – *delivery partners* have described how these are standardised tools and not always relevant to MOVE

beneficiaries. Instead, the two tabs or folders commonly used on APTEM to show beneficiary journey and progression are the 'trackers' and 'notes'. Delivery staff normally use APTEM alongside the beneficiary i.e., asking them questions about their employment history, education, health etc. so as to complete a series of tabs. The importance of confidentiality and compliance with GDPR has been noted as beneficiaries can submit a freedom of information request to see all notes made on APTEM about them. The tracker and Annex J contain information about the exit (e.g. type of job etc.) VCS has suggested each delivery partner download a spreadsheet of their data on APTEM each month to identify and fill in any gaps before their compliance check. There are a certain number of licences available for the system for each delivery partner. Some delivery staff were found to be using previous staff logins and/or had been told it was not possible to create a new login for them; VCS is following up with relevant delivery partners. Beneficiaries must have an email address to be registered on APTEM. Some delivery partners have supported beneficiaries to set up a Gmail account. This is also seen as helping them on their employability journey as many applications are online/electronic.

These project systems are underpinned by regular communication and information sharing between VCS and delivery partners. For example, a *MOVE newsletter* is prepared by VCS and circulated to the partnership every 2 weeks. This contains information about 'MOVE matters' i.e., any changes or updates to paperwork, delivery group meetings, training and events; and 'non-MOVE matters' i.e., information about other initiatives, funding and training opportunities. During COVID-19 a weekly newsletter was sent to the partnership providing guidance on how to obtain and process information to put on APTEM and how to continue to support beneficiaries. This weekly newsletter was also used to provide delivery partners with updates from the funders. Throughout the lockdown period VCS encouraged delivery partners to allocate time to review all beneficiary files and correct any errors. The project also has a *dedicated website* where delivery partners can download document templates and access the forum area. The website also contains information about the project, a list of all the delivery partners, and key contacts for people/organisations looking for further information.

### What refinements have been made to project systems and processes so far?

Since the extension period began a number of changes have been made to standard systems. We call this 'Strategic Added Value' (SAV). Annex A contains the full list of SAV for year 4, which can be broken down into the following principal areas:

- **Compliance:** For new beneficiaries, a monthly compliance check is now carried out by VCS before any spend by the delivery partner can take place. A review of beneficiaries receiving support from the project has also been carried out – this looked at both demographic characteristics (e.g. age, gender and the balance between unemployed and economically inactive beneficiaries) and that the goal(s) of each beneficiary to move into or towards employment has been clearly documented.
- **Delivery:** the partner handbook has been updated so that it better reflects the specialisations of each delivery partner, the support they offer as part of MOVE, and any other services they offer that beneficiaries are also able to access.

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## GREATER LINCOLNSHIRE MOVE

- **Communication:** VCS produced a weekly newsletter during COVID-19 lockdown period in addition to the regular fortnightly newsletter. The weekly newsletter contained guidance on recruiting and exiting beneficiaries, obtaining and processing eligibility evidence, certifying documents and how to contact VCS and other delivery partners. A Facebook page has also been set up to share links to MOVE activities and other provision.
- **Measuring impact:** delivery partners are implementing the Pathway Star during the extension to measure the distance travelled by beneficiaries. Delivery partners are receiving support from two members of VCS staff who are licensed trainers for the platform. This means rather than purchasing individual training sessions from Triangle (who own the Star tool), they are able to run Star training sessions. This route not only makes financial sense, but also means training can be broken down into bite-sized chunks that work for partners and will create a legacy of skills and expertise around distance travelled and outcomes measurement across the partnership – building delivery staff competency over time, demonstrating a commitment to quality for the funder, and helping to connect the Star into the ongoing development of activities and services. VCS has also produced an implementation guide with step by step sections on how to enter information onto the online platform.
- **Courses:** following a “you said, we did” exercise undertaken by VCS 16 delivery staff gained Level 2 accreditation in mental health first aid. Training has also been offered and taken up on Making Every Contact Count (MECC) and MECC plus; and some delivery partners have applied for Levels 1, 2 or 3 of the Government’s Disability Confident Scheme.
- **Funding:** information about other funding streams is being shared across the MOVE partnership (e.g. The Prince’s Trust, MAST, ESF community grants). More recently, this has included highlighting COVID-19 funding available from Lincolnshire Community Foundation and the National Lottery Community Fund.

### What insights do strategic documents provide?

At delivery partner meetings there have been discussions around having a better understanding of MOVE and non-MOVE provision, particularly in the south of Lincolnshire. The importance of networking beyond the MOVE partnership was also highlighted – with some delivery partners referring beneficiaries to the Wellbeing Service (via Lincolnshire County Council adult services) and social prescribing.

Following this insight, the evaluation team undertook a review of key articles pertinent to the particular role that MOVE can play, from a policy perspective, in enhancing employability outcomes in Greater Lincolnshire. 34 articles were identified from other OECD countries, the European Union, national Government and academic journals. This review highlights the importance of BBO programmes in addressing ‘*hidden unemployment*.’ The literature also emphasises a need to prevent *widening inequalities and marginalising disadvantaged groups further from the labour market*. The review provides the following insights for MOVE:

- The Greater Lincolnshire Local Enterprise Partnership (GLLEP) does not have a significant policy focus on disadvantage and unemployment – it does, however, have an evolving skills strategy. This is in common

with general approaches to economic development which, over the last decade, have focused more on managing growth than necessarily responding to unemployment. This emphasis may change going forward in response to COVID-19 and higher levels of unemployment.

- The UK's Industrial Strategy, which underpins national and regional policy in the context of employment, makes no direct reference to economic inactivity and contains few references to unemployment.
- The longitudinal study of beneficiaries that exited in years 1-3 (where are they now?) and following beneficiaries through the extension will provide useful local insights to situate MOVE within this broader and evolving policy context [see impact section of this report].
- For VCS and delivery partners, the evaluation team has set up a policy thinking and shaping group for those interested in this strategic element. This will meet every 6 months and help to inform the long term legacy planning and sustainability of MOVE.

### What does the data tell us?

This section provides an analysis of the beneficiaries as listed on APTEM. The analysis focuses on the differences in the cohort and spread of delivery between the original project (years 1-3) and the extension (year 4). It also considers the employment outcomes of MOVE leavers now that many of those participating in the first period of delivery have exited the project.

The period of delivery analysed under the extension runs from July 2019 to June 2020, and therefore includes a number of months when UK lockdown measures were in force. This has affected face-to-face and group delivery during quarter 2 (April to June 2020), and also the number of new enrolments and leavers on the project.

### Headlines

- 144 beneficiaries had enrolled since the start of the extension, although only 8 from 31 March 2020.
- The beneficiaries enrolled on the extension are a slightly different demographic to those on the original project:
  - They are slightly younger, and more likely to be living in a jobless household, with dependent children, and/or from single adult households with dependent children.
  - A lower proportion of beneficiaries on the extension lack basic skills, have a long-term health condition, or are affected by homelessness.
  - During the extension the project has seen a shift towards unemployed rather than economically inactive beneficiaries.
- There is a fairly even geographical spread of beneficiaries so far in the extension, with East Lindsey accounting for the largest share (20%).
- Boston and Lincoln have had the highest rates of delivery across the original project and the extension when compared with the working age population.

- MOVE effectively prioritises residents from deprived communities, who continue to make up a large share of beneficiaries.
- 27% of all MOVE beneficiaries who had left the project were in employment or self-employment, which is similar to previous analysis. The proportion of those who were engaged in education or training had also remained consistent at 11%.
- Of the 844 beneficiaries registered on APTEM, 654 or 77% had left the project.
- Certain characteristics are more strongly associated with finding employment (or self-employment). These include: being previously economically inactive; having a higher level of education; and having dependent children.
- Characteristics associated with beneficiaries who are less likely to find employment include: previously unemployed; affected by health conditions; affected by homelessness; and being offenders or ex-offenders.
- There continues to be geographical disparities in the rate of movement into employment among MOVE leavers. Those living in South Kesteven, South Holland, and Lincoln, for example, are most likely to enter employment. By contrast, those living in Boston, East Lindsey and North Kesteven are less likely to find employment.

### 1. Key Demographic Characteristics

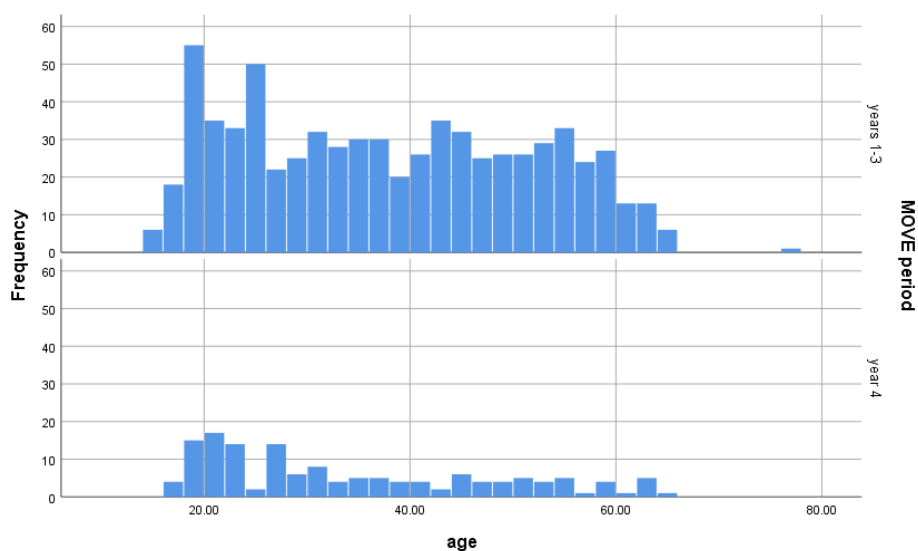
Table 1 sets out the key demographic characteristics of beneficiaries enrolled during the original project (which was delivered between July 2016 and June 2019) and the extension (which has been delivered from July 2019 onwards). As the table shows, there was a broadly equal representation of men and women among the beneficiaries in years 1-3, although with a slightly higher representation of men. Male beneficiaries make up a higher proportion of those enrolled during year 4, at 54%. Those with a White-British background are the predominant ethnic group across both periods, which is broadly in line with the average for the area. Over the course of the original period, MOVE attracted a growing proportion of economically inactive beneficiaries, with the economically inactive accounting for 41% of beneficiaries and unemployed 59%, by the end of June 2019. The proportion of those who were economically inactive on enrolment in the extension (year 4) has declined however and now accounts for 31% of beneficiaries.

**TABLE 1: KEY DEMOGRAPHIC CHARACTERISTICS**

Variable	Categories	BBO Beneficiaries Years 1-3	BBO Beneficiaries Year 4	Greater Lincolnshire Population (Source: ONS)
<b>Gender</b>	Male	52%	55%	49%
	Female	48%	44%	51%
	Other		1%	
<b>Ethnicity</b>	White-British	94%	97%	93%
	Other background	5.5%	2%	6%
	Prefer not to say	0.5%	1%	1%
<b>Employment status</b>	Unemployed	59%	69%	
	Economically inactive	41%	31%	

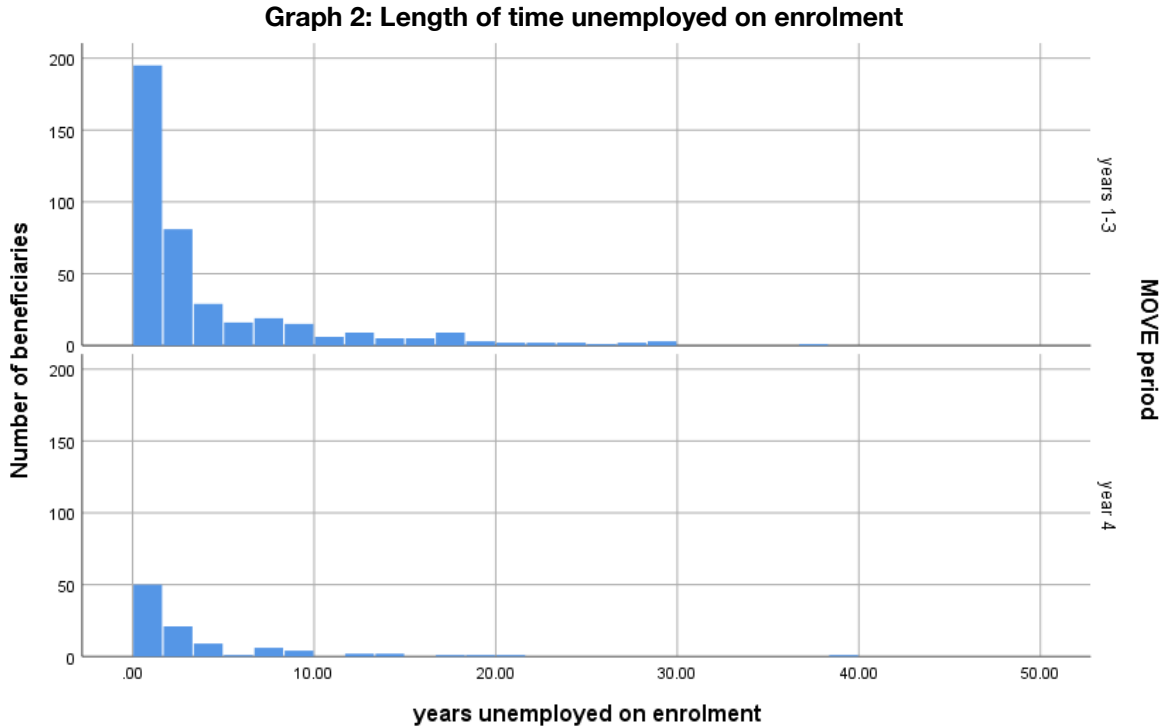
Graph 1 highlights how support has been delivered to beneficiaries across all age groups. The average age of beneficiaries on the original project was 37 years, compared with 34 years during the extension. Beneficiaries aged 18-25 years comprise more than a quarter of the cohort across both MOVE periods.

**Graph 1: Age of Beneficiaries**





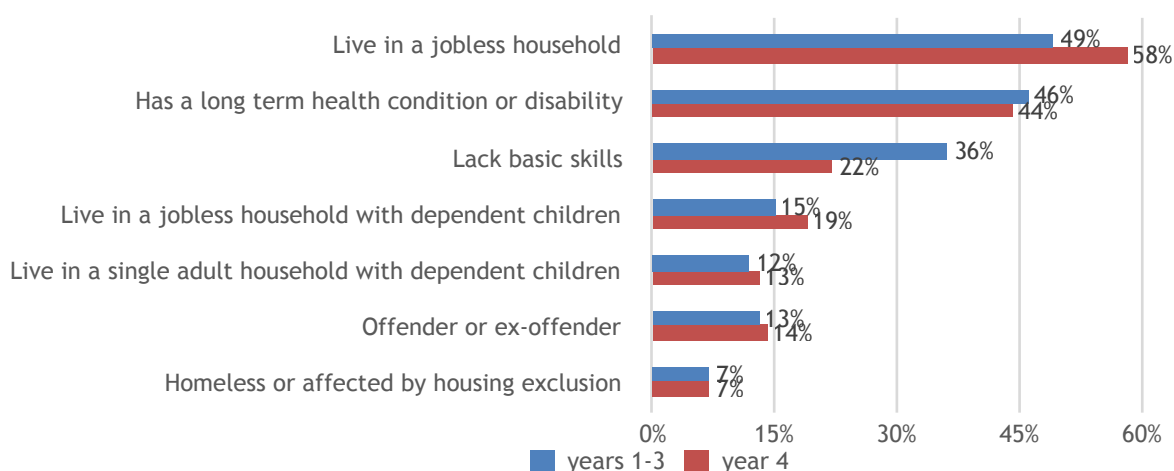
Among those who are unemployed, the average length of time since last employment is 4.1 years across all beneficiaries. The shortest period of unemployment is less than 1 month, while the longest period is 40 years. Those on the extension had, on average, been unemployed for a slightly short period of time at an average of 3.7 years.



**2. Circumstances of Beneficiaries**

Graph 3 shows the range of circumstances that affect beneficiaries and their return to employment, presented by whether their enrolment took place during the original or extension period. In year 4, a greater proportion of beneficiaries live in a jobless household, in a jobless household with dependent children, and/or a single adult household with dependent children. A slightly higher proportion are offenders or ex-offenders. A smaller proportion of beneficiaries lack basic skills, have a long term health condition, and are affected by homelessness.

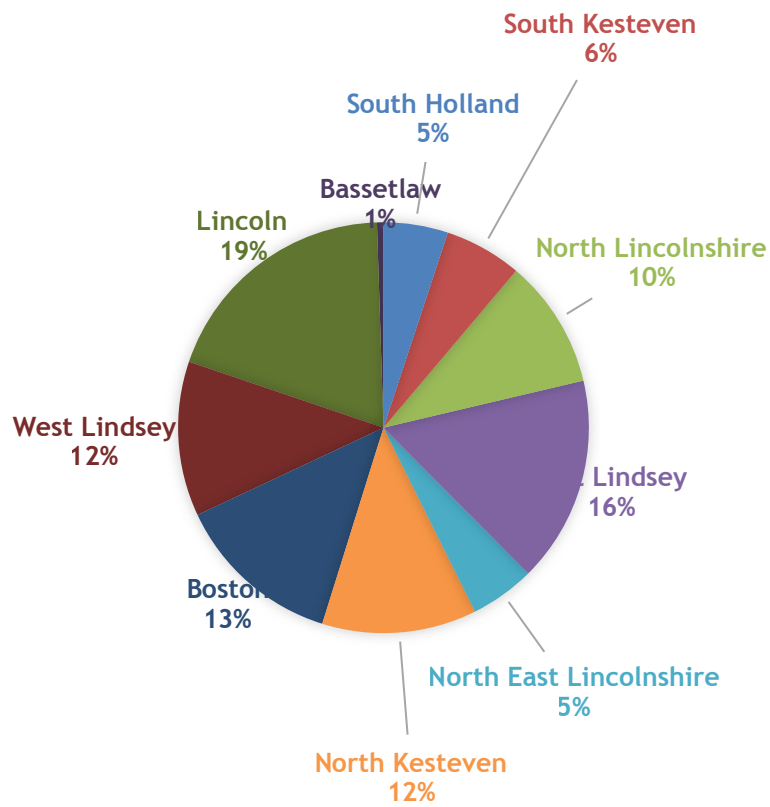
**Graph 3: Circumstances of beneficiaries**



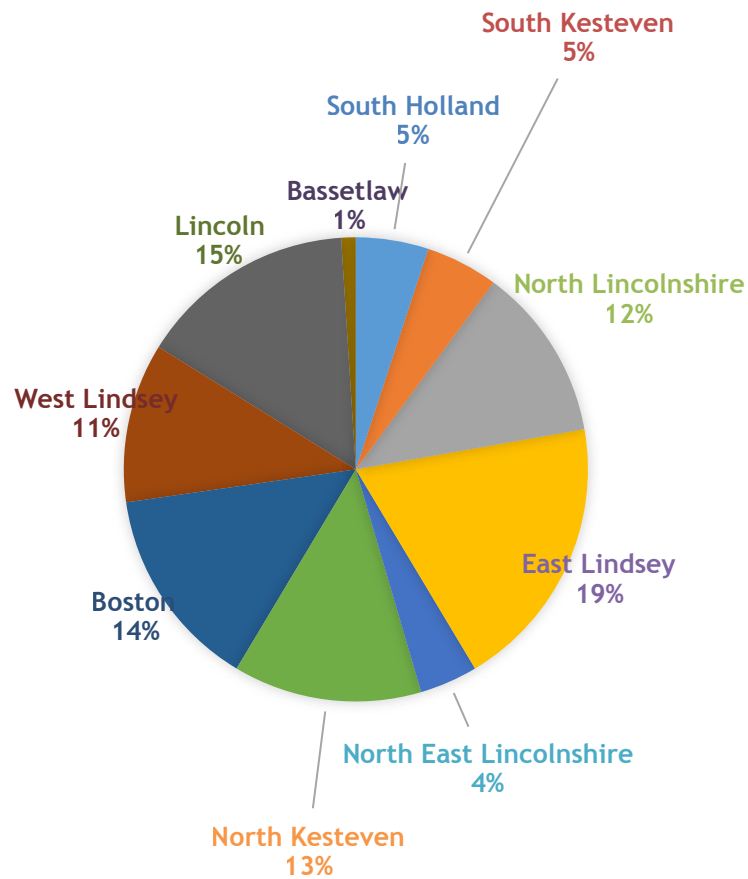
### 3. Geographic Spread of Beneficiaries

Graph 4a shows the geographical spread of beneficiaries (by home postcode) for the original project and the extension so far. The geographical pattern of provision remains broadly similar for year 4 (graph 4b), but while Lincoln accounted for the largest share of beneficiaries in the original project (20%), East Lindsey so far accounts for the largest share in the extension period.

**Graph 4a: Home location of MOVE beneficiaries - the original project (years 1-3)**

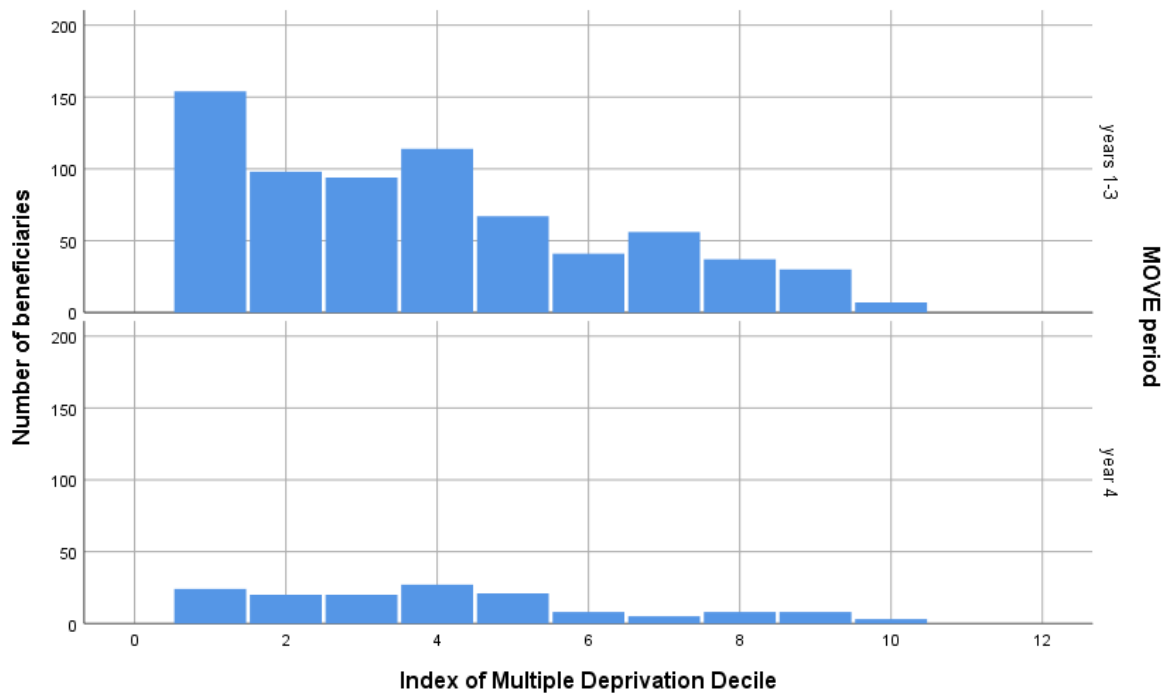


**Graph 4b: Home location of MOVE beneficiaries - the extension (year 4)**



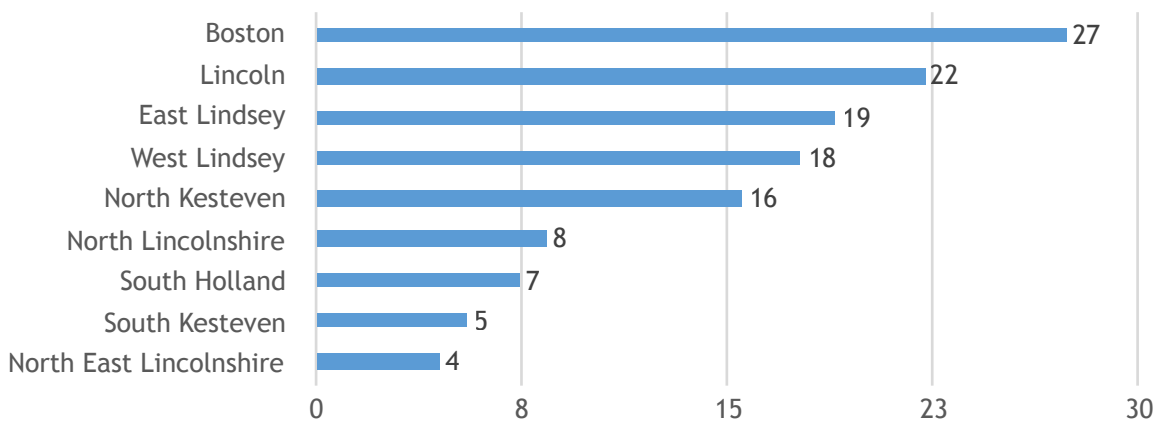
MOVE has consistently focused a large proportion of delivery to residents in deprived areas. Graph 5 shows how, during the original project, more than 150 beneficiaries (equivalent to 1 in 5 of those enrolled) lived in areas identified as the 10% most deprived nationally, according to the Index of Deprivation. The picture for the extension so far shows less emphasis on the most deprived areas, although the majority of beneficiaries live within the 50% these areas.

**Graph 5: Home location of beneficiaries by Index of Deprivation**



Another way of looking at the geographical spread of delivery is to consider the number of beneficiaries in the context of the overall working age population of each district. This helps us to understand the scale of delivery relative to the size of the potential workforce [accepting that not all working age residents are able to or wish to work]. Graph 6 shows the rate of delivery using this measure is highest in Boston, a relatively small district in terms of population and area. Lincoln, East Lindsey and West Lindsey all have relatively high rates of delivery, with East and West Lindsey also being the most sparsely populated in Lincolnshire. By comparison, South Holland, South Kesteven and North East Lincolnshire have low rates of delivery in the context of their working age populations.

**Graph 6: Number of beneficiaries supported per 10,000 people of working age**



**4. Analysis of beneficiaries that have exited the project**

At June 2020, 654 beneficiaries listed on APTEM had left MOVE. 27% were identified as having found employment or self-employment, which is similar to that previously reported. 8% were unemployed, while 5% were economically inactive. 11% were engaged in education or training on leaving MOVE.

**Graph 7: Outcomes of MOVE Leavers**

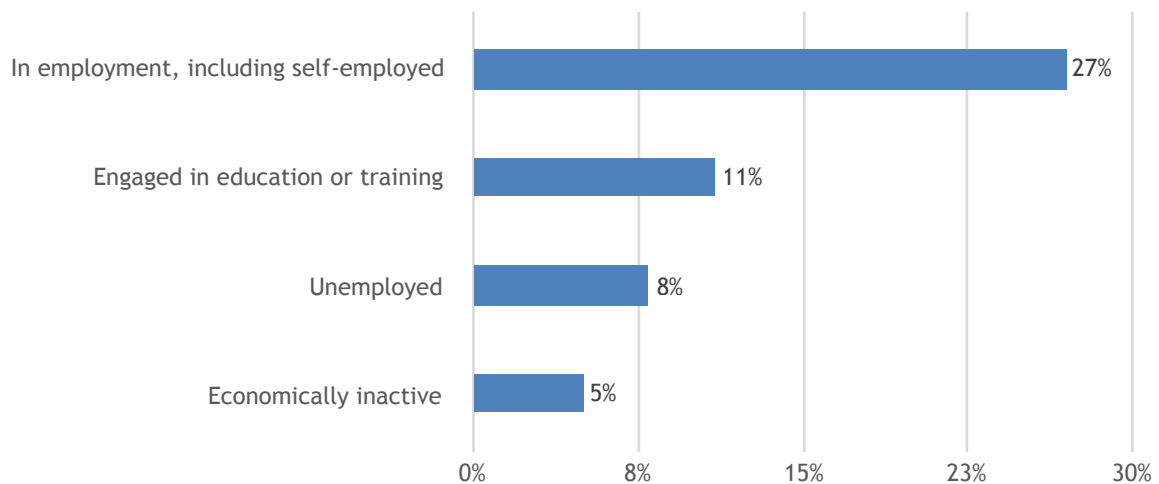


Table 2 provides an analysis of those who have moved into employment or self-employment. There is a large gap in outcomes between those who were previously unemployed versus those who were economically inactive: nearly one-third (30%) of those who were economically inactive found employment compared to 25% of beneficiaries who were unemployed.

Level of education appears to play a role in determining the employment outcomes of beneficiaries: those with secondary and higher levels of education are more likely to move into work.

Those with dependent children (27%) continue to show a higher rate of moving into employment compared with other groups. In contrast, those affected by health conditions, homelessness or housing exclusion, and who are offenders or ex-offenders, have a lower rate of movement into employment (16-21%).

Beneficiaries in South Kesteven (39%) and South Holland (33%) are most likely to move into employment, although both have a small number of beneficiaries compared with other districts. A smaller proportion of beneficiaries from Boston (24%), East Lindsey (25%), and North Kesteven (24%) find employment. These spatial differences may be related to local labour market conditions and/or linked to the focus of delivery partners working in these districts and/or their connections to local labour markets.

**Table 2: Proportion of beneficiaries moving into employment/self-employment, by key demographic characteristics**

Variable	Categories	% of Beneficiaries who have moved into employment / self-employment
<b>Gender</b>	Male	26%
	Female	27%
<b>Employment status</b>	Unemployed	25%
	Economically inactive	30%
<b>Educational level</b>	Primary education only	17%
	Lower secondary education	24%
	Upper secondary education	26%
	Post-secondary education	30%
	Tertiary education	39%
	Jobless household	24%

## GREATER LINCOLNSHIRE MOVE

Variable	Categories	% of Beneficiaries who have moved into employment / self-employment
<b>Circumstances</b>	Jobless household with dependent children	30%
	Single adult household with dependent children	27%
	Limiting long term health condition or disability	20%
	Offender or ex-offender	21%
	Homeless or affecting by housing exclusion	16%
	Lack basic skills	20%
<b>Local Authority District</b>	Boston	23%
	East Lindsey	24%
	Lincoln	29%
	North East Lincolnshire	13%
	North Kesteven	24%
	North Lincolnshire	27%
	South Holland	33%
	South Kesteven	39%
	West Lindsey	27%
<b>Total</b>		<b>27%</b>



**Evaluation questions: how are these processes helping economically inactive and unemployed people start on the road into employment? What is this telling us about the role and contribution a VCS led partnership makes to delivering employability provision?**

The analysis of beneficiary information stored on APTEM reveals how 27% of all MOVE beneficiaries who have left the project during the extension so far entered employment or self-employment, which is similar to previous analysis undertaken for the project in years 1-3. The proportion of those who were engaged in education or training had also remained consistent at 11%. There is also a large gap in outcomes between those who were previously unemployed versus those who were economically inactive: with nearly one-third (30%) of those who were economically inactive finding employment compared to 25% of beneficiaries who were unemployed. There is scope to use APTEM to standardise information about the outcomes beneficiaries achieve when they exit (e.g. type of employment – sector, contract, location).

MOVE is supporting beneficiaries facing multiple barriers around their employability, some of whom are 'hidden' and are not included in any official figures. The project's systems are highlighting the barriers they face and evidencing the outcomes they are achieving – both the targets agreed with the funders (e.g. number of people into education/training, employment, active job search) and the achievements that individual beneficiaries make in their everyday lives (e.g. increased confidence, a more positive outlook, joining in with an activity in their local community etc.)

Analysis of beneficiary data on APTEM demonstrates how MOVE effectively prioritises residents from deprived communities, who continue to make up a large share of beneficiaries. It further highlights how certain characteristics are more strongly associated with finding employment (or self-employment). These include: being previously economically inactive; having a higher level of education; and having dependent children. Characteristics associated with beneficiaries who are less likely to find employment include: previously unemployed; affected by health conditions; affected by homelessness; and being offenders or ex-offenders.

Having a VCS led partnership to deliver employability provision is important in identifying and addressing the complex and multiple barriers that beneficiaries face. Because of their local links, knowledge, track record and embeddedness with local communities, delivery partners are able to reach and support beneficiaries. The size of the partnership creates economies of scale that not only encourage high quality and county wide support but also means wider wraparound support can be provided to beneficiaries. The partnership continues to take a flexible approach to delivery and has been piloting a number of activities- with the potential for those that are working well to be scaled up and delivered across Greater Lincolnshire.

## IN FOCUS: IMPACT FINDINGS

This section of the report looks at what beneficiaries are gaining from participating in the project and the difference MOVE is making to their lives.

These impact findings are drawn from:

- Attendance at *delivery partner meetings* to provide staff with information/updates from the external evaluation and gain their perspectives on the implementation of the project (following some key lines of enquiry).
- An *online survey of delivery partners* to find out how they have been supporting current beneficiaries during COVID-19 and any light touch support they provide to beneficiaries that have left the project. This was followed up with telephone interviews with nine delivery partners.
- *Individual interviews with 7 beneficiaries*, this comprised 1 beneficiary who had participated in the original project; 2 beneficiaries that had participated in the original project and then moved onto the extension; and 4 beneficiaries that have joined during the extension period.
- Observation of group activities with beneficiaries at one delivery partner – including a *group interview with 9 beneficiaries*.

### **What impact and outcomes is the project having on the lives of beneficiaries?**

Discussions with beneficiaries and delivery staff highlighted the following features of MOVE:

- *Person-centred*: beneficiaries are not expected to participate in the project in a set or standard way.
- *Overcoming barriers*: delivery staff are identifying and working with individual beneficiaries to understand the issues that they face and that have, in many cases, not been picked up or addressed before.
- *Responsive*: delivery staff support beneficiaries as their needs and circumstances change. This has been highlighted in the support they have received from staff during lockdown.
- *Flexible*: the project fits around meeting the needs of individual beneficiaries – and participation is not time limited.
- *Independent*: delivery staff are aware of, but separate from, other mainstream employability/work programmes.
- *Holistic*: delivery staff provide a supportive and non-judgemental environment within which to help beneficiaries.
- *Outcomes and goals focused*: MOVE supports beneficiaries on their journey towards and/or into work through helping them with their personal and employability skills; it is not targets/outputs driven.

The beneficiaries participating in MOVE face one or more significant barriers to engaging with the labour market (e.g. physical and mental health issues, disabilities, caring responsibilities, low educational attainment,

lone parenting). At one delivery partner meeting staff emphasised the low levels of literacy and numeracy of beneficiaries and the need for pre-entry courses and functional skills amid a lack of funding. At least two delivery partners have staff that are qualified teachers and offering one-to-one sessions with beneficiaries for up to 6 weeks before they progress on to classroom learning. BGU is hoping teacher training and counselling students can provide a buddy or peer mentoring scheme for beneficiaries (e.g. a reading buddy scheme). One beneficiary with a reading age of 8 years has been funded by MOVE to receive a wildlife magazine. Importantly, delivery staff see the journey a beneficiary is on – and the importance of recognising how they can help through MOVE and where external/other input is required to tackle the complex and multiple barriers a beneficiary is facing (e.g. addiction, mental health, homelessness etc.)

Delivery partners stressed the importance of beneficiaries being willing to commit to change. Beneficiaries are only able to access a whole range of options and support once they are fully committed to participating in the project:

***“We work closely with other staff...and the Jobcentre as well as developing referrals through the church...but people need to want to do it.”***

In return, delivery staff highlighted how they support beneficiaries at their own pace, getting to know them when they first enrol them and identifying the actions needed to encourage them to start developing aspirations and plans:

***“MOVE fits in well with the Journey to Work [a Lottery funded programme developed by a delivery partner], supporting people from the very beginning and helping people overcome barriers.....it’s about supporting the community to improve people’s lives.”***

***“I meet people in coffee shops...wherever people feel comfortable meeting...I support people until they feel confident to do [group based] activities on their own.”***

***“We [name of delivery partner] meet the beneficiary; have a discussion at our team meeting to develop a person centred plan for them.”***

***“We [name of delivery partner] spend a lot of time getting to know people. We have no set programme but we do run job clubs and coffee mornings in halls, museums...cross referrals are made to other delivery partners.”***

One beneficiary described the first time they met delivery staff: ***“hands shaking and scared...It [the project] has completely changed my aspect on life”.***

Conversations with beneficiaries have highlighted the role of the project in working with them to identify and achieve change rather than a set of individual tasks to improve their employability (e.g. a CV writing session, a

mock job interview). The project takes a whole person approach which involves setting goals in all areas of life and helping them to realise their potential. Delivery staff view the support they provide as helping beneficiaries to make and stick to these personal/life changes rather than viewing a job, active job search or learning as an end goal. Beneficiaries described the support they had received from delivery staff and the difference it is making:

***“It was good having someone there, lovely to have a clear voice, giving me options. I can’t thank her enough – it was more than rebuilding a CV – it was helping to see what my problems were and encouraging me to see my GP.”***

***“I couldn’t have asked for better support which allowed me to go at my own pace... It all revolved around me”.***

***“I was a lone mum, doing what I could but I wanted to be a paramedic...it [MOVE] is helping me to do that.”***

Another beneficiary was supported to take part in a writing group which led to her write a series of poems, one of which has been published in a local newsletter. She has also started to read some out publicly. Delivery staff described how the beneficiary has ***“still got a journey to go, but she is learning to control her anxiety. It has a lot to do with talking to people, learning that she’s not on her own and that people struggle all the time.”***

Other beneficiaries told us they felt they would still be stagnating finding or participating in other employability initiatives. Beneficiaries recognised how MOVE was providing them with a better understanding of the jobs available to them, and opening up voluntary work opportunities and access to learning and training courses for them. Underpinning participation in all of this was confidence building.

Some delivery partners are providing group activities (e.g. job club, writing group, model making club, allotment) and/or external trips (e.g. sports). Some of these activities had arisen organically and were informal during the original project and may benefit from a re-launch and becoming slightly more formalised during the extension. VCS is intending to attend some group activities and other delivery partners have also expressed an interest in attending each other’s sessions to act as peer mentors/to share learning and ideas.

When beneficiaries were asked what they had enjoyed or were enjoying the most, they explained how MOVE is:

***“...very much led by us. They started with what we all needed and what was a barrier to work”.***

***“[It’s a] safety bubble...a fantastic group of people who look after you, especially when you lack confidence”.***

For group activities; laughter, camaraderie, the confidence building exercises – and sometimes the bacon butties – all contributed to an environment where people felt they could be open and honest.

***“I was cooped up in the house, on my computer...struggling to fit in...an outcast at school... this [MOVE] is different – it’s another place I can call ‘home’.”***

***“A fantastic group of people [delivery staff] who look after you, especially when you lack confidence.”***

***“I felt guilty at first that I was taking a place that could have been used by someone else. [Name of delivery staff] have been so supportive.”***

Delivery staff are working with beneficiaries to help them achieve a range of outcomes. During the interviews beneficiaries described the training courses and qualifications they were working towards or had achieved as a result of the project (e.g. in business administration, IT, customer care, maths, first aid etc.) Beneficiaries also discussed the volunteering opportunities the project had accessed for them (e.g. at a youth club, in a charity shop, at an animal rescue shelter). There were examples of how this voluntary work had led some beneficiaries to set up their own business i.e., the volunteer at an animal shelter starting a dog walking business; and a volunteer with the Salvation Army setting up a baby & toddler group. Voluntary work also encouraged beneficiaries to undertake further learning and training. For other beneficiaries the settings in which the voluntary work took place provided them with an opportunity to ‘open up’ further about the issues and barriers they were facing, particularly around physical and mental health.

Delivery staff described the project as being:

***“... Person centred, making SMART plans with people, meeting them at places to suit them, organising e-learning on interesting subjects, or providing counselling.”***

***“...the support we provide is more pastoral and there is cross-partner working.”***

***“It is a privilege to work with our clients...whilst not a mental health project per se, this continues to be a major component of our interventions.”***

***“It gives me time and scope to work with people facing the most barriers, where other projects in some cases haven’t worked with them. It also gives me funding to remove financial barriers that would otherwise hold them back such as a lack of right to work documents. It is very valuable to us as an organisation to be able to do these things.”***

***“The flexibility of the project is allowing beneficiaries to have holistic, personalised programmes of support which are proving successful. Beneficiaries like the fact that we work closely with the other MOVE partners to get them to where they want to be. The delivery of skills will have to be thought through and changed due to COVID but most of our beneficiaries want to get back to meeting face to face ASAP.”***

Compared to the original project, during the extension the partnership is seeking to increase the visibility, reach and type of support provided. This involves:

- *Piloting projects* – these are currently led by VCS and include: (i) working with a school in Grantham and delivery partners to run group sessions during the school term and one-to-one support sessions; and (ii) Sleaford learning project – working with the Town Council and Lincolnshire County Council to provide pre-entry functional skills courses alongside an existing job club. It is anticipated that these pilots will increase the pipeline of beneficiaries coming into MOVE, will maximise resources by working with other stakeholders and funding streams, and widen the geographical coverage of the project. If the pilots are successful it may be possible for them to be scaled up and delivered in other parts of Greater Lincolnshire.
- During the extension two delivery partners are providing some overarching rather than, or as well as, individual support. VCS, for example, is offering informal group sessions on volunteering and micro-volunteering and helping beneficiaries to see how they can transfer volunteering skills into employment. YMCA is offering 2-hour workshops over 6 weeks for people interested in starting their own business (with sessions including: you and your plan, marketing and sales, resources, finance, action and other skills to take your business forward).

From discussions with delivery staff it is clear that they do not struggle to access beneficiaries in rural areas (because staff can travel), however beneficiaries living in rural places can be disadvantaged if they rely on public transport to access group activities, training and employment. Delivery staff describe some beneficiaries as being ***“reluctant to leave their local area to access employability support.”*** Delivery staff also highlighted the lack of other provision on the coast and the seasonality of the local job market there. Children’s Links, for example, has a camper van which can be used by delivery partners to travel to rural/coastal areas to promote the project.

### **Where are people now who have exited the project? And what role did MOVE play?**

In April 2020 VCS carried out a review to the end of December 2019 of the learning and employment outcomes achieved by beneficiaries exiting the project.

### **Employment**

Information about the type of employment outcomes achieved was available for 159 beneficiaries from 21 delivery partners, of these:

- 83 jobs were full time and 76 part time.
- 142 jobs were permanent, with 8 people in apprenticeships, 7 on fixed term contracts and 2 on work trials.
- In terms of sectors: 35 of these jobs were in retail, 24 jobs in health and care, 15 jobs in hospitality and catering, 13 jobs in administration, 12 jobs in cleaning, 10 jobs in construction, and 10 jobs in transport and logistics. The remaining jobs covered a wide range of fields such as heritage, finance, motor mechanics, farming and photography.
- For 101 employment outcomes (where a location was available) all of the jobs were located in Greater Lincolnshire, apart from one position in Peterborough.

This information demonstrates the quality of the employment gained – providing beneficiaries with a means to more securely make a living, a sense of fulfilment, and a voice and choice they have used to make decisions about their working lives.

### **Learning**

Information about learning outcomes was available for 65 beneficiaries who had received support from 14 delivery partners.

- The level of qualification was available for 44 beneficiaries of whom, 20 people had achieved a Level 2 qualification, 10 people a Level 1 qualification, 5 people a Level 3 qualification, 5 had started a degree, 3 were undertaking a traineeship and 1 a GCSE course.
- For 57 beneficiaries a training provider was listed. Of those, 21 training providers were delivery partners and 36 were from outside of the MOVE partnership. External providers included: Grimsby Institute (supported 5 beneficiaries), Skegness TEC (3 beneficiaries), North Lindsey College (3 beneficiaries) and Lincoln College (2 beneficiaries).
- Where a course title was available it is clear that qualifications were focused on developing functional skills (e.g. English, maths, ICT and science), employability skills in occupational settings (e.g. counselling, customer service, social care) and transferrable skills (e.g. health and safety, first aid).

Two of the beneficiaries interviewed had exited MOVE. The first beneficiary had been in receipt of Employment and Support Allowance (ESA) for depression and anxiety and was being moved on to Job Seekers Allowance and referred to the project by Jobcentre Plus; and the second beneficiary was experiencing PTSD and also referred by Jobcentre Plus.

The first beneficiary received support to become self-employed (e.g. business cards, business planning and marketing) and has set up a successful dog walking business. They are also considering undertaking further training in animal behaviour to develop the business further. Although their involvement with MOVE has officially ended they are aware of, and able to access, ongoing and light touch support from the delivery partner that they worked with. The beneficiary indicated how they now feel like a different person and more in control of their own life, describing MOVE as a project as being *“unusual, geared up to you and your strengths”*.

The second beneficiary undertook voluntary work at an environmental organisation which they believe provided a setting for them to open up and talk about the problems they were experiencing. The volunteering led the beneficiary to attend a mental anxiety course. While participating in MOVE the beneficiary gained a number of qualifications. They are now volunteering at a Sure Start Children’s Centre and plan to enrol on a ‘setting up a business’ course in September 2020.

Beneficiaries that had exited MOVE reflected on how it had provided them with holistic and intensive support, in a relaxed and unpressured way. The nature of the support on offer had varied from gentle encouragement to visit their GP through to cross-referrals to other delivery partners to access training opportunities.

***“There is ongoing support when I need something...they [name of delivery partner] bend over backwards. It’s nothing like I expected and something very different from what a Jobcentre would refer me to.”***

***“I was very down and could see no way out of my situation...I would have crumbled without the support I received. I am now a different person.”***

As part of the re-profiling of targets, VCS will be embarking on a piece of work with delivery partners to better understand where, particularly in light of COVID-19, learning fits into beneficiary’s employability journeys (e.g. what happens when they finish the course?)

### **What impact is COVID-19 having on delivery partners and current beneficiaries?**

In June 2020 the evaluation team carried out an online survey of delivery partners to find out how they were supporting current beneficiaries and/or beneficiaries that had exited the project during COVID-19.



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## GREATER LINCOLNSHIRE MOVE

29 responses from across the partnership were received. The analysis reveals how delivery partners continued to support beneficiaries during the pandemic, with many commenting that beneficiaries valued the ongoing contact they were able to offer. The support offered to both current and former beneficiaries is holistic, and not solely focused on employability – with many partners signposting beneficiaries to other specialist services, and supporting beneficiaries with their mental and emotional wellbeing. Most partners foresee an increase in demand for their services as a result of the pandemic.

### Key findings:

- Almost all delivery partners continued to support beneficiaries during COVID-19.
- Most delivery partners reported that beneficiaries were continuing to engage in MOVE but were finding it difficult without face-to-face support.
- Around half of delivery partners had referred beneficiaries to sources of support outside of the project (e.g. related to health and finance).
- Delivery partners had been keeping in touch with beneficiaries most frequently via email and telephone, with a smaller number using online meetings and other virtual spaces.
- Most delivery partners foresee that the pandemic will lead to greater demand for their services, an increase in the number beneficiaries, and the return of beneficiaries that have left the project.
- Around half feel it may be difficult to achieve agreed project outcomes.
- Two-thirds of delivery partners are in touch with beneficiaries who exited the original project and a larger number with leavers from the extension. Most are in touch with leavers every few months or more often.
- Former beneficiaries are most likely to receive help to improve their mental and emotional wellbeing, and with access to other services. This demonstrates the ongoing role of delivery partners in supporting beneficiaries across many areas of their lives.

### About the respondents

Twenty nine responses were received, with some organisations providing more than one response:

Bishop Grosseteste University	Lincolnshire Action Trust
Boston College (2)	Ongo (3)
Children's Links (2)	Riverside Training
Clip Learning (2)	Seagull Recycling
Framework	Sortified (2)
Grantham College	The Network
Green Synergy	VANEL (2)
KTR Consultancy (2)	VCS (2)
LCVS	

17 respondents were working directly with beneficiaries, 7 responsible for managing or overseeing the project, and 5 were providing support to people who managed or delivered on the project. 25 respondents had been involved in the original project as well as the extension; while 4 had joined after July 2019.

### **Keeping in touch with beneficiaries**

All respondents apart from one were keeping in touch with current beneficiaries. 17 respondents were working with up to 10 beneficiaries; 11 working with between 11 and 20 beneficiaries, and one respondent was supporting more than 30 beneficiaries. The most popular methods for keeping in touch with beneficiaries during the lockdown period were email (27 responses) and telephone (26 responses); with a smaller number reporting use of video conferencing (8 responses) and letter (7 responses).

#### **METHODS OF KEEPING IN TOUCH WITH BENEFICIARIES**

Email	27
Telephone	26
Video conferencing / virtual meeting	8
Letter	7
Other such as Together Space online	3
Carrier pigeon and sense of humour....	1
Text	1

***“Currently participants are finding it difficult to focus their attention on anything and as the weeks go on trying to find things to keep them engaging is more difficult as they often struggle with technology to be able to access online support such as classes and meetings.”***

***“[Name of delivery partner] have been pro-active within the current situation and changed the way that participant engagement is sustained. Face to face conversations and interventions have been replaced by using a variety of social media platforms which have included Zoom and Facebook Messenger. We have been utilising the bank of tablets that we purchased to keep in touch with isolated beneficiaries. This has been met with positive feedback from beneficiaries and has meant that some group activities have been able to continue within current lockdown restrictions such as work clubs.”***

***“I feel that some beneficiaries have embraced the different way that we have to currently work, which is positive. However, I think others are struggling without face to face support and need that contact to move forward. We continue to try and engage with all participants,***

***using a variety of ways to get them interested, even if it isn't specifically around employment, as it's important to maintain the consistency of contact with them, whether they engage or not as it continues to build the relationships and trust they have with us. Knowing we are there to support them, whether they take that up currently or not, is key to keeping the relationships going once the current situation starts to ease."***

***"Another issue for current and potential beneficiaries is access to IT. Some do not have any internet or limited due to contract or mobile coverage. Even if they have a smartphone, they are not proficient in using it for MOVE activities. In most cases, they do not have access to a physical PC; laptop or tablet and there is only so much you can do over the phone."***

### **Impact of COVID-19 on beneficiaries and delivery partners**

The majority of delivery partners (25 respondents) reported that beneficiaries were still engaging during the pandemic, but finding it difficult without face to face support. Around half of the respondents had referred beneficiaries to sources of support outside the project for help with issues such as health and money. Delivery staff have played a key role in supporting beneficiaries around their general wellbeing (and maintaining their wellbeing).

There is a mixed picture of how COVID-19 has affected beneficiary engagement, with around one-third reporting disengagement from the project and a similar number reporting increased engagement. Relatively few (8 respondents) are referring beneficiaries for support from other delivery partners.

### **WHAT IMPACT IS COVID-19 HAVING ON BENEFICIARIES RIGHT NOW:**

Beneficiaries are engaging but finding it difficult without face-to-face support	25
We are referring beneficiaries to other sources of support outside of the project (e.g. to help them with issues around health, money etc.)	16
Beneficiaries have disengaged from the project	10
Beneficiaries are increasing their engagement in the project and the support we provide them with	9
We are referring beneficiaries to other delivery partners for support	8

***"We've been working with a beneficiary to overcome their phone anxiety as an exercise and have created a list of social distancing activities to create healthy wellbeing and skills."***

***“All of my participants live alone and I am often the only person they speak to on a regular weekly basis.”***

***“Many [beneficiaries] are engaging in online training to increase their CV, maintaining their wellbeing through weekly discussion focus, all appreciative of support but look forward to face to face meetings and being able to go out again continue with their pre lockdown goals and plans.”***

***“The current cohort of participants on our MOVE project remain hugely engaged with the project, they continue to amaze us all with their fortitude and resilience. Participants have said regularly that they welcome everything we are doing to help them continue to move forward no matter how small, every interaction counts and every signposting or learning opportunity is valued.”***

The majority of delivery partners believe the pandemic is likely to result in an increase in demand for support through MOVE; from existing beneficiaries, new beneficiaries, and also from some of those that have exited the project and may want to return. Around half of respondents suggested it will be more difficult to achieve project outcomes agreed at the start of the project as a result of the pandemic. Two respondents highlighted how project delivery will be affected by the absence of furloughed staff.

### **WHAT IMPACT DO YOU THINK COVID-19 WILL HAVE ON PROJECT DELIVERY IN THE NEXT 3-6 MONTHS?**

The beneficiaries we are currently working with will require more support	26
New people will come to us for support	25
Some of the beneficiaries that have left the project may want to return	18
It will become more difficult for us to achieve the outcomes we agreed when the project started	16
It will take time for furloughed staff to return to the organisation and pick up the project	2

***“Many of the beneficiaries were reporting much better confidence levels before lockdown but some have taken backwards steps and will need extra support.”***

When asked about the likely wider impact of COVID-19 on their organisation, the vast majority of respondents identified an increase in demand for their services, and many identified the need to develop new services to

respond to this. A small number of respondents further highlighted challenges related to income and retaining volunteers and staff.

**WHAT IMPACT DO YOU THINK COVID-19 WILL HAVE ON YOUR  
WIDER ORGANISATION IN THE NEXT 3-6 MONTHS?**

Demand for our services will increase	27
We will have to develop new services to address these needs	21
Our income will reduce	5
We may struggle to retain volunteers	4
May struggle to retain staff	2
The demand for our services will decrease	1
Our income will increase	1

***“Once we are back to some form of normality I foresee the demand for our services to increase and the support needed by individuals may be more intense.”***

***“Reaching targets may or may not be a struggle...we have a few referrals all contacted at the start of lockdown and they want to wait until restrictions are lifted before being contacted again, these may join the project or they may choose not to as circumstances may have changed. Current beneficiaries may require more support to build confidence and re-start plans initially set before lockdown. Referrals may increase as income may become priority for many households.”***

***“From a target point of view, we are slightly behind on starts but have begun to put together a contingency plan for when we are able to see people face to face. We have tried engaging new people through phone and email contact but this has not proved successful as people understandably want to wait.”***

With lockdown restrictions easing, delivery partners have begun to refocus their support from general wellbeing to providing more structured employability support and progression.

**Contact with beneficiaries who have exited**

19 respondents are still in touch with people who took part in the original project; and 22 respondents with beneficiaries that have exited during the extension. 15 respondents are in touch with up to 10 previous

beneficiaries, and four with up to 20 beneficiaries. Four respondents are in touch every few weeks, six respondents every few months and four less frequently.

#### **FREQUENCY OF CONTACT WITH EXITED BENEFICIARIES**

Every few weeks	10
Every few months	11
Every year	1
Less frequency	7

The majority are in touch with former beneficiaries by telephone and email, with a smaller number of partners engaging via groups activities and meetings.

#### **METHODS USED TO ENGAGE WITH EXITED BENEFICIARIES**

Telephone	25
E-mail	19
Group sessions	9
One to one meeting	3

Delivery partners offer a variety of support to beneficiaries who have exited the project including: help to improve mental and emotional wellbeing, access other services, and training and volunteering opportunities.

**TYPES OF SUPPORT PROVIDED TO EXITED BENEFICIARIES**

Help to improve mental and emotional wellbeing	20
Help to access other services	19
Access to courses and training	16
Access to volunteer or work experience	13
Career planning	8
Help to become more engaged within the local community	8
Help with sustaining an existing job	6
Help to improve physical health	5

***“Former participants engage with us differently on a case by case basis when leaving the project. Some completely disengage whilst some require additional guidance and support.”***

***“We provide support with getting a permanent contract at a job and have discussions about what they’re doing at their current job and just generally checking in.”***

***“My contact with past beneficiaries has been email and completing references for them to their new employers.”***

VCS is currently collecting case studies from delivery partners to capture good practice around remote team working during COVID-19. For example, during the pandemic VANEL and VCS piloted a ‘radio play’ project where a group of existing beneficiaries were supported to use an online platform and jointly work on a creative writing project. The final play was performed on Heckington Living Community Radio.

**The outcomes agreed with the funder and progress against them so far**

The table below summarises how the project has performed against its stretch targets to the end of year 4:

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Outputs	Total project target (including stretch)	Total achieved to end of year 4 (30 June 2020)	Total target remaining (to year 6)
Total number of participants	1,178	854	324
Number of men	589	452	137
Number of women	589	400	189
Number who are unemployed, including long-term unemployed	589	509	80
Number who are economically inactive, including not in education or training	589	345	244
Number who are aged 50 or over	176	184	-8
Number of disabilities	235	401	-166
Number of ethnic minorities	33	16	17

The table shows that the project is currently on course to meet its stretch targets – and has already exceeded its outputs for supporting beneficiaries who are aged 50 years and over and beneficiaries with disabilities. In year 4 VCS and delivery partners have refocused on reaching economically inactive beneficiaries.

The table below summarises MOVE performance against its total outcome stretch targets to the end of year 4:

Outcomes	Total project target (2016 - 2022)	Total achieved to date	Target remaining
Number who move into education or training on leaving	154	71	83
Number who move into employment, including self-employment, on leaving	154	181	-27
Of these, the number who were economically inactive when joining the project	77	82	-5



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## GREATER LINCOLNSHIRE MOVE

Outcomes	Total project target (2016 - 2022)	Total achieved to date	Target remaining
Number who move into education or training on leaving	154	71	83
Of these, the number who were unemployed when joining the project	77	99	-22
Number that were economically inactive move into job-searching on leaving	159	10	149

The table shows how the project has already exceeded the number of beneficiaries exited into work set for its stretch target – and importantly this includes beneficiaries who were economically inactive when they joined MOVE as well as those that were previously unemployed. The number of beneficiaries exited into active job search remains low – since the project began this outcome has been unpopular with delivery staff who want to achieve a longer-term and more sustainable outcome for the beneficiaries they are supporting. As the economic effects of COVID-19 become clearer, and given the group activities (e.g. job clubs) and light touch support, many delivery partners offer, this figure may increase over the remainder of the project.

While the tables demonstrate how the project has consistently hit or has been working towards achieving its stretch targets, the re-profiling of targets in light of COVID-19 means the project may meet its outline targets (and not stretch) in some areas. The impact of COVID-19 on the achievement of targets will become clearer through year 5.

### Social value analysis

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

During the extension, VCS has decided to use the Pathway Outcome Star as a means of measuring individual progress for beneficiaries enrolled on MOVE. It has been incorporated in the enrolment, interim and exit record keeping of beneficiaries. It is being completed through a dialogue between delivery partner staff and beneficiaries. Delivery staff have received training in how to use the pathway star. The results are recorded electronically and will be collated online [using a platform called 'Star online'].

The previous assessment of the social return delivered by the original project was based upon the collation of beneficiary data at the beginning and end of the project. Whilst this was a satisfactory means of measuring progress, the relatively modest number of individuals completing an exit form limited the depth of the sample. During the extension it is hoped that the pathway star will become more embedded in the MOVE delivery system and generate a larger sample of beneficiaries for analysis in years 5 and 6.

The Pathway Star has eight domains:

1. Skills
2. Stability at home
3. Money
4. Healthy lifestyle
5. Emotional well-being
6. Family and relationships
7. Friends and connections
8. Confidence and aspirations

The approach of the STAR should provide a consistent means of measuring the outcomes achieved by all beneficiaries participating in the project. The approach is also person focused and this should assist delivery staff in engaging beneficiaries in completing the paperwork.

It is anticipated that the STAR could form a basis for the evaluation team to measure the social value of the outcomes achieved by beneficiaries. We have however begun this process cautiously, taking account of previous experimental linkages between the Star and SROI work referred to in the quotation below by the developers of the Pathway star as CBA (Cost Benefit Analysis). This is a more generic term, which they choose to encompass Social Return on Investment.

Triangle Consulting, the organisation that developed the STAR, has looked more widely at the relationship between the STAR approach and SROI analysis. They produced a report in 2018, which looked at 3 instances of the experimental use of outcome stars to map progress and impact in conjunction with SROI. Their report suggests a methodological caution in their judgement of the outcomes of this approach:

*“The work...highlights that use in CBA is not one of the intended purposes of the Stars and they are not developed or tested with that purpose in mind. For this reason, there is often an imperfect fit between the definitions that form the scale points on the tool and the kinds of costed indicators that are included in value banks such as those provided by New Economy Manchester. The number of assumptions and estimates that need to be made make any findings and conclusions necessarily tentative and dependent on the accuracy of those assumptions. In addition, because in the short to medium term costs can initially increase with service user engagement with services, this kind of analysis may not always provide the compelling case for funding that service providers hope for.”*

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The evaluation team aims to use the Social Value Engine (also used as part of the evaluation of the original project) to measure the social value delivered by the project. Working with delivery partners at partnership meetings in January 2020, delivery staff identified financial proxies in the Social Value Engine that fit with each of the domains in the pathway star:

Financial proxy in the Social Value Engine	Pathway Star Domain
Composite impact of factors detracting from good quality housing	Stability at home
Value attributed to housing arising from good neighbours	
Impact of moving from temporary housing to stable accommodation	
Average cost of a personal development course	Skills
Value placed by a local authority on volunteering	
Cost of average savings from using online shops and services	
Employment gained - average increase in income	Money
Average spend on social activities	
Well-being valuation from holding a secure job interpreted in the context of security coming from favourable conditions to stay in role	
Contribution of sport to well-being	Healthy lifestyle
Cost of obesity to society	
Cost of therapy	
Value to an individual of being a member of a social group	Family relationships, friends and connections
Annual value attributed to talking to neighbours more frequently	
Value to an individual (aged 25-49) of feeling like they belong in their neighbourhood	
The value of feeling more confident in being with family and other people as a result of taking part in an adult learning course	
Cost of family therapy	
Annual value attributed to seeing friends and relatives	
Improved mental health	Emotional well-being
Adult learning course that made someone more satisfied with their life overall	
Quality of life improvements associated with a reduction in depression	

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Financial proxy in the Social Value Engine	Pathway Star Domain
Better career profile leading to increasing personal financial benefits in future	Confidence and aspirations
Average cost of achieving life goals	
Adult learning enabling someone to progress in their career	

It is proposed that a trial reporting period should be undertaken in year 5 to investigate, in practice, whether it is possible to use the information inserted on Star Online for the social value analysis.

If the trial period means this data and analysis is possible, each of the financial proxies identified for the project will then need to be adjusted to take account of:

- *Leakage*: what proportion of people from outside of Greater Lincolnshire have participated in the extension? From looking at beneficiary records for the original project for we know this figure was 0%.
- *Deadweight*: what proportion of the outcomes would have happened anyway, without MOVE? When looking at beneficiary answers to this question during the original project, this figure was 21%.
- *Attribution*: what proportion might other organisations/activities have contributed to these outcomes? During the original project this figure was 50%.
- *Drop off*: what proportion of the outcomes will deteriorate over time? During the original project this figure was assessed to be 23%.
- *Displacement*: have any activities or services been displaced as a result of the project? As MOVE has a distinctive offer to other, existing employability provision, and had not been competitive, we estimated this figure to be 0% for the original project.

We will use delivery partner meetings in year 5 to take account of changes to the project and these percentages.

**Evaluation questions: what impact and outcome is the project having on beneficiaries so far – do the services and activities offered enable beneficiary progression and where/how is the project adding value? From a beneficiary perspective, what makes MOVE different from other employability initiatives?**

- MOVE takes a *person centred approach* which means it always focuses on the support that matters most to each beneficiary. Delivery staff place an emphasis on '*getting to know*' the beneficiary and what will help them to lead or move towards a fulfilling life. Delivery staff tailor support to suits the needs, wants and aspirations of beneficiaries.
- MOVE supports beneficiaries with identifying the significant issues that they face in ways that *recognise the assets that they bring because of the challenges they have experienced/are experiencing*. Because participation in the project is not prescriptive or time limited beneficiaries feel able to open up about their experiences – often leading delivery staff to address barriers that have not been recognised before. This also leads delivery partners to join up support to address these challenges/issues across the MOVE partnership and with external bodies.
- Delivery staff are often *working with people who are ineligible for, unlikely to, and/or sometimes unwilling to participate in other employability initiatives*. The support offered by MOVE is encouraging beneficiaries to think positively about themselves and their future. Delivery staff develop 'action plans' where they agree activities and timescales with beneficiaries to take the next/immediate steps. Often this begins by improving their confidence or motivation. The partnership operates like a 'one stop hub' with cross-referrals taking place where this will benefit the individual beneficiary.
- The project helps some beneficiaries to improve *basic/functional skills in innovative ways* (e.g. improving literacy through a wildlife magazine subscription or through poetry writing) as well as adopting *employability related behaviours* (e.g. timekeeping, dress).
- The MOVE partnership is adding value through the roll out of *group activities*. These activities are available to current and exited beneficiaries and provide opportunities for people to meet, share experiences, make contacts and access further support. While each group activity operates in a distinctive way, often on a drop-in basis, during the extension there are opportunities for delivery partner-to-delivery partner and beneficiary-to-beneficiary peer support and learning to emerge.
- The project is currently on track to meet the stretch targets agreed with the funders by the end of year 6. To date, MOVE has been very successful in achieving employment outcomes, particularly for beneficiaries who were economically inactive when they joined the project.
- Almost all delivery partners have continued to *support beneficiaries during COVID-19*. Most delivery staff have found that while beneficiaries were continuing to engage in the project, many were finding it difficult without face-to-face support. Around half of respondents to the delivery partner survey had referred beneficiaries to specialist help (e.g. related to health and finance). During the lockdown delivery staff kept in touch with beneficiaries most frequently via email and telephone, with a smaller number using online meetings and other virtual spaces. Access to IT equipment and broadband was an issue for some beneficiaries.
- Most delivery partners believe that the pandemic will lead to *greater demand for their services*, an increase in the number beneficiaries, the return of beneficiaries that had left the project, and the need to re-profile their targets.
- Given the current and expected impact of COVID-19 on employment rates and labour markets there may be a greater role for the partnership going forward in *aligning MOVE with employers* (e.g. through job clubs).

## IN FOCUS: ECONOMIC FINDINGS

This section of the report looks at how much funding MOVE was awarded in year 4 and how much it has drawn down so far, as well as whether the project is offering value-for-money.

### **How much does the project cost and how much funding has been drawn down so far?**

When VCS estimated the cost of delivering the extension they reviewed the original project budget (years 1-3) and took account of increased/reduced beneficiary numbers; delivering in new geographic areas or activities; and staff delivery and admin resources. Each delivery partner is receiving £60,000-£90,000. Where a delivery partner is receiving less than £60,000 the organisation may not have a beneficiary target but is delivering cross-cutting activities across the project instead (i.e., supporting beneficiaries being helped by the other delivery partners).

The table overleaf shows the funding profile for year 4 – and the forecast, actual and variance in this for each quarter between July 2019 and June 2020.

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Year 4 Budget												
	July 2019 - September 2020			October - December 2019			January - March 2020			April - June 2020		
	Forecast	Actual	Variance	Forecast	Actual	Variance	Forecast	Actual	Variance	Forecast	Actual	Variance
Staff costs (direct and external)	173,625.61	144,799.90	28,825.71	193,365.43	154,867.94	38,497.49	180,357.94	158,732.94	21,625.00	174,163.72	116,543.37	57,620.35
Staff costs (consultants and sessional)	3,125.00	4,696.00	-1,571.00	3,125.00	6,822.46	3,697.46	3,125.00	5,282.76	-2,157.76	3,125.00	4,657.95	-1,532.95
Consumables (e.g. stationary)	13,925.00	3,508.32	10,416.68	3,925.00	1,711.24	2,213.76	3,925.00	1,220.19	2,704.81	3,925.00	415.38	3,509.62
Equipment	1,712.50	5,510.55	3,798.05	1,712.50	314.37	1,371.13	1,712.50	1,983.23	-270.73	1,712.50	1,876.17	-163.67
Marketing and promotion								92.39	-92.39			
Monitoring and evaluation	8,500.00	11,957.60	-3,457.60	2,000.00	3,750.00	-1,750.00	2,000.00	1,875.00	125.00	2,000.00		2,000.00
Beneficiary allowances	4,575.00	1,367.60	3,207.40	4,575.00	4,510.61	64.39	4,575.00	4,101.62	473.38	4,575.00	2,460.26	2,114.74
Beneficiary expenses including childcare	3,837.50	1,937.14	1,900.36	3,837.50	1,293.15	2,544.35	3,837.50	1,463.26	2,374.24	3,837.50	256.09	3,581.41
Staff expenses	3,561.25	6,167.84	-2,606.59	3,561.25	6,478.48	2,917.23	3,561.25	4,894.63	1,333.38	3,561.25	2,333.13	1,228.12
Venue hire	2,800.00	2,435.20	364.80	2,800.00	2,519.00	281.00	2,800.00	2,309.45	490.55	2,800.00	2,111.00	689.00
Storage of evidence		10,080.00	-10,080.00									
<b>Total</b>	<b>215,661.86</b>	<b>192,460.15</b>	<b>23,201.71</b>	<b>218,901.68</b>	<b>182,294.25</b>	<b>36,607.43</b>	<b>205,894.19</b>	<b>181,955.47</b>	<b>23,938.72</b>	<b>199,699.97</b>	<b>130,653.35</b>	<b>69,046.62</b>

In year 4, from a forecast budget of £840,157.70 the actual funding spent was £687,363.22.

The actual delivery period for the extension is 2.5 years and therefore staff costs, participant allowances and expenses are loaded in years 4 and 5 and reduce in year 6. The total underspend for year 4 current sits at £152,794.48. The figures show significant underspend in direct staff costs, consumables, beneficiary allowances and beneficiary expenses across all quarters and an underspend in equipment in the first two quarters.

Payments are normally made to delivery partners for up to three months spending in advance, with an initial payment made at the start of the extension period to cover the first three months of project activity. The evidence submitted during each quarter forms the basis of further claims for grant instalments in accordance with the payment plan agreed between VCS and delivery partners before the extension period began. Each of these payments is made on the basis of actual costs incurred and not on a unit costs or payment-by-results basis.

During the lockdown information from delivery partners suggests a reduction in staff expenses (e.g. travel costs) and an increase in equipment as delivery staff moved to home working. Taking into account how

delivery partners have supported beneficiaries during the lockdown, this may lead to re-profiling some of these budget headings (e.g. consumables, equipment, participant allowances, participant expenses, staff expenses and venue hire).

As part of the re-profiling of targets, VCS is intending to assign a tolerance level of £3,000 per delivery partner. Any partner exceeding this limit, or that is unable to allocate any underspend; will see this sum transferred to a central pot administered by VCS. The purpose of the central pot is to support pilot projects and new ways of working (e.g. to increase access to specialist sessional workers, encourage further cross partnership working).

### How reactive is the project to meeting beneficiary needs (efficiency?)

VCS and delivery partners support beneficiaries within the staffing/resources they have available in a variety of ways:

- *Learning from the original project (years 1-3):* the partnership has to balance referrals with delivery partner capacity. In the original project some delivery partners were at capacity, some over-subscribed and others under-subscribed. As part of the extension planning VCS worked with delivery partners to understand where support demands had been high and considered how this would be managed going forward.
- *Managing the referrals process / beneficiary pipeline:* the partnership has to balance potential beneficiaries that are referred to them with the conversion rate (i.e., which beneficiaries are eligible to receive support, wish to participate in the project and are committed to working on their employability journey). This involves working with referrers to ensure they understand the project and the support it offers.
- *Systems (APTEM):* these enable VCS and delivery partners to monitor enrolments onto the project. If/where referrals increase in an area VCS works with delivery partners to provide additional resources (i.e., encouraging other delivery partners to also provide support in that area). Where delivery partners have more referrals and enrolments than they can manage at a given time they liaise with VCS and where appropriate other delivery partners support them. VCS is therefore using APTEM to triage beneficiaries and delivery partners so partners at capacity or over-subscribed are identified and referrals can then be made to other delivery partners. There is a recognition that this is about ensuring this approach meets the beneficiary's needs, particularly in terms of geographical coverage i.e., will the beneficiary need to travel to access MOVE support from another partner and/or will delivery staff from an alternative partner travel to the beneficiary?
- *Outcomes:* for many delivery partners active job search and learning are listed as outcomes on the funder's profile they are seen by delivery staff as part of a beneficiary's journey rather than an optimum or final outcome for them from the project. When supporting a beneficiary delivery partners focus on the outcomes they are working towards rather than an exit date. Some delivery partners have weekly or monthly internal team reviews of every beneficiary enrolled on MOVE to check the level and duration of support they may require.



- *Project sustainability plan*: this is led by the overall Project Management Board and is seeking to identify the resources needed to sustain the project beyond its funded period, and explore continuation funding and opportunities for future collaborative working.

All of the evidence suggests that in year 4 beneficiaries have not had to wait to participate in the project. Going forward, and in response to COVID-19, delivery partners will have to manage staffing/resources to support existing beneficiaries [some who have sought more support during lockdown and others who have disengaged until face-to-face delivery could start again], beneficiaries that have exited and want to return, and new beneficiaries.

### **Is the project offering value-for-money?**

As MOVE is a grant funded project its costs are not calculated per beneficiary. However, when the project began VCS considered the overall budget and developed a unit cost of £1,750-£2,500 per beneficiary. Delivery partners were then asked whether and what types of services/activities they could provide at this cost. Over the first three-years of MOVE the external evaluation team estimated a unit cost based on the actual number of beneficiaries supported and the actual budget drawn down each year. Using this methodology, the unit cost varied slightly from £2,639 per beneficiary in year 1 and £2,956 in year 3. These yearly and average unit costs were then benchmarked with other employability programmes; with unit costs that ranged from £1,788 to £5,198 therefore suggesting that the project had delivered its support on a cost effective basis.

During the extension (years 4-6) the evaluation team would like to develop this methodology further to understand the actual resources needed to provide support to a beneficiary or different types of beneficiaries. We would also like to further understand the rural costs of delivery and how project activities are being delivered differently in rural areas (e.g. use of community venues, technology).

## WHERE NEXT?

This section of the report presents some overarching reflections from the evaluation and provides an overview of external evaluation activities in years 5 and 6.

### What difference is MOVE making (and how/why)?

The phrase “person centred” was used by many of the people involved in delivering or participating in the project. MOVE is “flexible” and tailored to the needs, circumstances and goals of an individual beneficiary; with delivery staff providing one-to-one support and opportunities to participate in group activities, training and learning, and volunteering. In the words of some delivery partners:

***“Beneficiaries like the fact that we work closely with [MOVE] partners to get them to where they want to be.”***

***“You can really hear the passion from [name of beneficiary] when she talks about becoming a social worker....It’s her chance to start a career in a job she wants to do and hopefully this project will be able to support her to get her to where she wants to be.”***

***“I have seen how much people have benefitted from the support that they have been given. As a result they are able to move on and be successful.”***

***It’s amazing to see the difference we have made to people’s lives and wellbeing.”***

In the words of some beneficiaries:

***“I would have been really depressed and isolated from my own family”.***

***“The important thing about MOVE was just having the support – making calls to workplaces, helping me to get to the setting”.***

***“Really life changing”.***

Because beneficiaries are not expected to engage with the project in a set or standard way delivery staff invest the time to understand the barriers that beneficiaries face in engaging with the labour market – often these are issues that have not been picked up or addressed previously. The project is “strengths based” – looking at the interests, experiences and talents of beneficiaries rather than any deficits or weaknesses. Delivery staff spend time building the self-confidence of beneficiaries (e.g. through volunteering, training and qualifications) and use this as a springboard for them to develop aspirations. It is clear that for beneficiaries to progress on their employability journey many need support to make personal and life changes first.

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## GREATER LINCOLNSHIRE MOVE

While MOVE focuses on helping those furthest from the labour market, participation is contingent on beneficiaries being fully committed and this is carefully monitored by delivery staff.

Some delivery staff make detailed notes about the outcomes achieved by beneficiaries – from a permanent job [across a wide range of sectors] through to qualifications in functional, employability and transferrable skills. In many cases participating in MOVE results in beneficiaries taking more control over their lives and improving their lives as a result. Because the project tackles underlying issues and root causes, it closes the gap between the individual and the labour market.

The project is delivered by a VCS partnership. Delivery partners play a key role in reaching residents that statutory and mainstream provision may struggle to reach. The diversity of the partnership and its Greater Lincolnshire coverage means it offers creative solutions to identifying and addressing employability issues. The partnership is fostering a collaborative culture where delivery partners think beyond their traditional operational boundaries and share ideas, intelligence, expertise and services. The policy thinking and shaping group will be collecting more information about the difference a VCS led consortia brings to employability programmes.

The partnership is now looking to extend the accessibility and reach of the project through pilot work (e.g. with schools and town and parish councils) and collecting examples of good practice around remote working during COVID-19.

### **What impact has COVID-19 had on project delivery - and how might this affect the processes, impact and costs of the project going forward?**

To support the partnership during COVID-19 VCS produced a weekly newsletter which provided guidance to delivery partners on helping beneficiaries in different [non face-to-face] ways. VCS is now collating case studies from delivery partners to showcase good practice of remote working (e.g. a virtual radio play project, a socially distanced picnic).

Moving forward, the impact of COVID-19 may affect the project in a number of ways, including:

- *Beneficiaries*: delivery partners and VCS are looking at profiling beneficiary numbers for the remainder of the project.
- *Staffing*: delivery partners and their staff will need to consider how to support existing beneficiaries and new beneficiaries – how can the partnership ensure geographical coverage, focus on people who are economically inactive or the 'hidden unemployed', and help people facing multiple barriers on their journey towards or into work? Delivery partners that furloughed staff may need more time / have less capacity to support beneficiaries.
- *Budget*: with some delivery partners moving to a mix of virtual and face-to-face support some of the headings may need to be re-profiled (e.g. taking account of reduced travel expenses and increased consumables/equipment).

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- *The bigger picture*: while some businesses have started taking back workers they had furloughed and others that had stopped trading have resumed trading; there is a growing imbalance between labour supply and labour demand [driven by falling demand for labour], a reduction in job vacancies – particularly in retail, accommodation, hospitality and food services, and slowing down of earning growth [with median pay declining] and a growing body of evidence that suggests the economic effects of COVID-19 will be particularly negative for young people.
- *Outcomes*: Delivery partners have supported many beneficiaries to gain or work towards job outcomes (and in some of the most impacted sectors) and this may become more difficult in the near future. Maintaining quality whilst considering exiting beneficiaries into other outcomes such as active job search and learning (thinking through where this fits into their employability journey) is important and means some delivery partner perspectives of outcomes at exit may need to change.

### Are there any activities that can be scaled up and/or does anything need refining?

Over the course of the evaluation attendance at delivery group meetings, and surveying and/or interviewing delivery staff and beneficiaries, has provided information about what is working well and what is working less well. In July 2020 a sharing and learning webinar for the partnership was held to triangulate these findings.

Taken as a collective, the following suggestions have been made:

- *Increase awareness of, and sharing learning about, MOVE within delivery partner organisations*: some delivery staff have seen clients on other projects within their organisation experience similar barriers to MOVE beneficiaries. They have taken learning from MOVE to design and develop interventions for other strands of their work (e.g. confidence building, mental health, social prescribing). Delivery partners have also drawn on their experiences of MOVE to submit funding applications to deliver complementary activities (e.g. financial inclusion, community green space). ***“The MOVE project fits in well with the rest of [name of delivery partner’s] work and has helped the organisation to grow. It builds relationships with partners and has fed into developments.”***
- *Increase sharing / learning across the MOVE partnership* – particularly for delivery partners with similar interventions (e.g. job clubs, functional skills). This could build on the information that is currently shared at partnership meetings by providing opportunities for delivery staff to visit similar activities run by other partners. This could lead to delivery partner-to-delivery partner learning and broader discussions across the partnership on issues such as risk, safeguarding, outcomes and quality.
- *Local labour markets* – aligning the support the project offers with the skills employers need by working more closely alongside employers.
- *Re-profiling beneficiary numbers in light of COVID-19* – continuing to monitor where referrals are coming from (i.e., by delivery partner, geography, demography) and an agreed approach across the partnership for supporting existing and new beneficiaries to manage demand with the capacity/ resources available.

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### **Evaluation questions: how does MOVE understand the role of other partners in the employability agenda, including public and private sectors (employers) – and how does it align to other provision/initiatives?**

At the start of the extension period VCS undertook a review of current and emerging employability provision in Greater Lincolnshire to ensure MOVE complements and does not duplicate other initiatives. This included reviewing the evidence base underpinning the Local Industrial Strategy, GLLEP's employment and skills action plan; and GLLEP strategic economic plan 2014-2030. The chief executive of VCS also sits on the ESIF Committee of the GLLEP. The MOVE partnership has also engaged with a range of public bodies and agencies delivering employability programmes (e.g. Jobcentres/DWP, Local Authorities, Town and Parish Councils, schools and colleges) to increase referrals, raise awareness of MOVE and develop pilot activities.

The evaluation included a review of key articles from other OECD countries, the European Union, national Government and academic journals. This highlights the importance of BBO programmes in addressing 'hidden unemployment.' The literature also emphasises a need to prevent widening inequalities and marginalising disadvantaged groups further from the labour market.

The evaluation team has set up a policy thinking and shaping group for delivery partners interested in this strategic element. This will meet every 6 months during the extension period and help support the longer term legacy planning and sustainability of MOVE.

### **What data and information will the external evaluation be focusing on over the next two years?**

Over the next 2 years, the external evaluation will include the following data collection activities:

Year	Activities	Outputs
5	<ul style="list-style-type: none"><li>• Download data from APTEM to provide quarterly and annual analysis.</li><li>• Attendance at delivery partner meetings to cover key lines of enquiry.</li><li>• Observation of delivery (one to one session and group activities).</li><li>• Attendance at future funding working group(s).</li><li>• Interviews with current and previous beneficiaries.</li><li>• Trial use of entering Pathway Star information into the Social Value Engine.</li><li>• Meeting of policy thinking and shaping group.</li></ul>	<p>Sharing and learning event.</p> <p>Year 5 report.</p>

Year	Activities	Outputs
6	<ul style="list-style-type: none"> <li>• Download data from APTEM to provide quarterly analysis and annual analysis.</li> <li>• Attendance at delivery partner meetings to cover key lines of enquiry.</li> <li>• Sample the costs of delivery partners working in rural areas and with different types of beneficiaries and using different delivery models.</li> <li>• Update longitudinal analysis of beneficiaries that have exited the project.</li> <li>• Stakeholder interviews –review project alignment with other initiatives.</li> <li>• Final SROI analysis (if possible).</li> <li>• Meeting of policy thinking and shaping group.</li> </ul>	<p>Sharing and learning event.</p> <p>Final report.</p>

Following the interim findings for year 4, in year 5 the evaluation will focus on:

- ✓ Reviewing VCS's collation of *good practice around COVID-19 delivery* – and if/how this practice is continuing and/or being rolled out across the partnership.
- ✓ Gathering information on how delivery staff are *re-engaging beneficiaries that disengaged* during COVID-19.
- ✓ Observation of *group activities* to find out difference the activity is making to individual beneficiaries (in the short and longer term) and whether it is leading to peer-to-peer and delivery partner-to-delivery partner sharing and learning.
- ✓ Continue to follow a sample of *beneficiaries* through the extension – from joining to participating and exiting.
- ✓ Monitoring *any beneficiaries that have exited and return to the project* to find out (a) what they did when they left MOVE, (b) why they have returned and the support they are receiving, (c) whether/how this help is different from what they did before, and (d) what they would like to happen at the end of their involvement with MOVE. While the number of returnees has been negligible so far, the impact of COVID-19 may see an increase in exited beneficiaries wanting to enrol back onto the project.
- ✓ Reviewing how MOVE aligns to current and planned employability initiatives through the work of the *policy thinking and shaping group*.

## ANNEX A: STRATEGIC ADDED VALUE LOG

Since the extension period began a number of changes have been made to standard systems. We call this 'Strategic Added Value' (SAV). The table below contains some examples of SAV recorded by the evaluation team.

Process / System	SAV example(s)
<p><b>Compliance (forms)</b></p>	<p>Information on common errors found on delivery partner forms have been highlighted at delivery partner meetings and disseminated more widely through the fortnightly MOVE newsletter. This includes:</p> <ul style="list-style-type: none"> <li>• Delivery postcode – which should read LN1 1DD, which is the postcode of the lead partner for the project.</li> <li>• Dates for signatures of both the client and the partner on the Annexes should be the same.</li> <li>• If the client is in education when they join the project, then the education provider and the course details should be entered on Annex H.</li> <li>• Annex I needs more details in the activity section (Part 1).</li> <li>• Annex N – enter the date that the activity occurred, rather than the date that the expense was paid for.</li> <li>• Annex N – when claiming mileage, details of 'from' and 'to', how many miles the beneficiary is claiming for and the amount per mile paid are required.</li> <li>• Providing information if/why a beneficiary is using a different name (either first or surname). There must be evidence or a self-declaration into why there is a difference. This information should be entered into the 'Notes' section.</li> <li>• The start date entered onto APTM should be the first significant support a beneficiary has received (e.g. discussion over CV etc.) and accurately recorded on the Annex I.</li> </ul>
<p><b>Compliance (eligibility)</b></p>	<p><i>Recruitment of older Participants</i></p> <p>When the Lottery submits claims to the Managing Authority (DWP), a check on the data is carried out by their claims team. These checks highlighted how some participants engaged on BBO projects are over the age of 70 years. VCS therefore checked with delivery partners if/how many beneficiaries aged 70+ years they were supporting and/or if they have aspirations to move into employment, which is the primary aim of the BBO programme and what the ESF funding is intended to support. With no upper age limit on the project, technically, these beneficiaries meet the eligibility criteria, and while VCS and the Lottery believes BBO projects can provide valuable support to older beneficiaries, and they can gain new skills, there was a recognition by the MOVE partnership that all delivery partners need to ensure from the outset that there is a goal for the beneficiary to move into employment and that this is clearly documented.</p> <p><i>Recruitment of economically inactive participants</i></p> <p>The Lottery is aware that a number of BBO projects across the country are struggling with the identification, recruitment and sustained engagement of economically inactive participants. In an attempt to better understand the challenges projects were facing, and to find solutions, the Lottery sent out a survey to all BBO grant holders in March 2020. VCS responded and submitted a response in consultation with, and on behalf of, the MOVE partnership.</p>

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Process / System	SAV example(s)
<b>Compliance (timesheets/fixed %)</b>	A ESF Direct Staff Cost Methodology provides an alternative to 1720 calculations for staff who work part of their time on BBO. However, it can only be used when an employee works a fixed amount of their time per month on MOVE. For delivery staff that fall into this category, it allows a percentage of their actual gross employment cost for the month to be claimed. There is no obligation to have a separate working time registration system, i.e. a time sheet. But this needs to be agreed with the funder before timesheets are no longer used and the direct staff used methodology applied instead. VCS communicated information about the new methodology to delivery partners, requesting any changes in calculation be discussed before changing the existing/timesheet system.
<b>Compliance (finance)</b>	For all new beneficiaries boarded/enrolled onto the extension a monthly compliance check is undertaken by VCS before any spend by the delivery partner can take place.
<b>Compliance (marketing/branding)</b>	An audit was completed across all three BBO projects, so each delivery partner (even on multiple projects) will now only be assessed once, at quarterly monitoring meetings, with the leads share findings. As all three BBO projects were expecting Article 125 or 127 audits, delivery partners were asked to respond promptly to requests for improved compliance from any BBO lead, and to ensure that any changes made apply to all BBO projects from which they receive funding. In May 2020 VCS picked up a 125 audit and sent requests to delivery partners to submit job adverts, forms and case studies for collation for the audit.
<b>Compliance (GDPR)</b>	The funders notified VCS that there had been a number of data breaches reported on BBO programmes across the country. These mainly related to unauthorised access to paper versions of beneficiary records, with several involving theft of records from vehicles. There had also been some confusion around how these data breaches should be reported. Delivery partners were advised to review the ESF Action Note 020/18 for additional advice relating to the General Data Protection Regulation. Delivery partners were also advised to review storage arrangements for both paper and electronic records and carefully consider this in relation to mobile delivery staff, and to ensure staff understand the organisational/project requirements.
<b>Compliance (re-profiling targets)</b>	A number of delivery partners have asked about profiling beneficiary numbers for the remainder of the project, given the difficulties in enrolling and exiting people during lockdown. The weekly newsletter circulated by VCS during lockdown contained a BBO Covid-19 Q&A. VCS, along with other BBO funded projects covering Greater Lincolnshire, has contacted the funders to ask for clarification about targets and is keeping the partnership informed of any updates. Once the quarterly reporting has been undertaken for year 4 quarter 4, VCS will have a better idea of where each delivery partner is and will then be able to re-profile across the partnership if necessary.



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Process / System	SAV example(s)
<b>Partners Handbook</b>	<p>VCS updated the Partners Handbook so that it better reflects the specialisations of each delivery partner and how they are able to provide support to both beneficiaries and other MOVE partners. Information contained in the updated version includes:</p> <ul style="list-style-type: none"> <li>• Group activities (e.g. job clubs) – where and when/ how frequent/ any costs to individuals</li> <li>• Courses: outline, number of learners needed to make it viable, any costs, accreditation and any input needed from delivery partners (e.g. venue, refreshments).</li> <li>• Bite size training courses available to beneficiaries.</li> <li>• Other subjects, such as volunteering, financial inclusion, mindfulness, stress management etc.</li> </ul> <p>The handbook also contains brief information, in the delivery partner's own words, about what else they can offer, even it is not exclusively MOVE (e.g. Seagull's art therapy/ digital detox sessions) that beneficiaries can travel to or that could be delivered for MOVE delivery staff.</p>
<b>Referrals</b>	<p>VCS is triaging beneficiaries and delivery partners so where delivery partners are at capacity or over-subscribed referrals can be made to other delivery partners if/where appropriate. VCS is also liaising with Lincolnshire County Council's coronavirus support services and has received some referrals during lockdown and as restricted have been eased.</p>
<b>Communication</b>	<p>A Facebook page has been set up to share links to MOVE activities and other provision etc. VCS/delivery partners are intending to create a Facebook page for current and exited beneficiaries for them to share their experiences of being on MOVE.</p>
<b>Communication – weekly COVID-19 newsletter</b>	<p>VCS and the other two BBO leads circulated a weekly newsletter during COVID-19. The purpose of the newsletter was to answer delivery partner questions with a united voice and to provide as wide a support as VCS can during challenging times. The newsletter addressed common questions and issues and provided regular updates for delivery partners. The first newsletter, circulated on 2 April, for example covered recurring questions around furlough, reportage and next payments, certification, and filling in timesheets as a delivery worker / keeping busy. This was complemented by the fortnightly main MOVE newsletter which contained BBO guidance during COVID-19 (e.g. recruiting and exiting beneficiaries, obtaining and processing eligibility evidence, signatures/certifying documents, information about how to contact delivery partners). The newsletters also provided an overview of support available for vulnerable individuals from other bodies including Local Authorities. During COVID-19 VCS and some delivery partners accessed support from these sources for beneficiaries.</p>

## GREATER LINCOLNSHIRE MOVE

Process / System	SAV example(s)
<b>Measuring impact</b>	Delivery partners are implementing the Pathway Star during the extension to measure the distance travelled by beneficiaries. Delivery partners are receiving support from two members of VCS staff who are licenced trainers for the platform. This means rather than purchasing individual training sessions from Triangle (who own the Star tool), they are able to run Star training sessions. This route not only makes financial sense, but also means training can be broken down into bite-sized chunks that work for partners and will create a legacy of skills and expertise around distance travelled and outcomes measurement across the partnership – building delivery staff competency over time, demonstrating a commitment to quality for the funder, and helping to connect the Star into the ongoing development of activities and services. VCS has also produced an implementation guide with step by step sections on how to enter information onto the Star Online platform. [More information about the Pathway Star can be found in the impact chapter of this report].
<b>Partner feedback / training</b>	A “you said, we did” exercise undertaken by VCS led 16 delivery staff to gain level 2 accreditation in mental health first aid. Training has also been offered on making every contact count (MECC) and MECC plus. Further courses will be running throughout the extension and will be advertised in the MOVE newsletter.
<b>Equality &amp; diversity</b>	Some delivery partners have/are applying for levels 1, 2 or 3 of the Government’s Disability Confident Scheme. This was seen as a way of working towards an equality and diversity action plan (levels 2 and 3) and leading to more engagement with Jobcentres.
<b>Safeguarding</b>	In 2019 the National Lottery Community Fund launched a safeguarding policy to help all BBO partnerships recognise their roles and responsibilities in keeping children and adults at risk, protected from harm. This included a specific policy for BBO grant-holders, which VCS disseminated to delivery partners.
<b>Cross cutting themes: sustainable development / equality &amp; diversity</b>	The cross-cutting focus in year 4 has been on encouraging delivery partners to gain ‘Disability Confident’ accreditation. At a MOVE board meeting in year 4 Grantham College delivered a workshop session on this subject. Going forward, the sustainable development focus is moving slightly from an environmental to a sustainable communities thread, through delivery of services in more isolated and deprived communities, and setting up new community activities that will become self-sustaining or attract additional funding beyond the lifetime and/or scope of MOVE.
<b>Exiting beneficiaries (disengagement)</b>	The other two BBO projects covering Greater Lincolnshire are using methodology of ‘3 months and 3 different methods’ of contacting beneficiaries that have disengaged from their respective project. The delivery partner then produces a statement to explain why the beneficiary has disengaged with them (signed/evidenced in Annex J). This does not apply if a beneficiary is sick and anticipates returning to the project. A similar approach is being followed during the extension period of MOVE.

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Process / System	SAV example(s)
<b>Strategic alignment with other funding streams</b>	<p>Examples of funding streams highlighted across the MOVE partnership in year 4 include: (i) The Prince's Trust funding for participants under 30 years (e.g. Wheels to Work, clothes, laptops). Similarly, MAST is for working age participants and offering similar awards. (ii) Green Synergy is running a WRAP programme (provides personal recovery support, 4 week 2 hour pilot completed; a drop in facility on Thursday afternoons operates; and will eventually include a train the trainer element leading to peer-to-peer support) – this could be a pre-programme to MOVE for potential beneficiaries. (iii) BGU is administering a ESF community grants programme with up to £20,000 available until 2023 for targeting people furthest from the labour market. During COVID-19 the weekly newsletter highlighted funding available from Lincolnshire Community Foundation.</p>