



Greater Lincolnshire MOVE (Moving on, Volunteering & Employability)

Evaluation Report



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SUMMARY

Greater Lincolnshire MOVE (Moving on, Volunteering & Employability) was 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 provided **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 took place between June 2019 and June 2022. In June 2021, VCS secured an additional one-year extension, with the project running until June 2023.

About the Evaluation

The evaluation has been both '**formative**', taking place during the development and delivery of the project, and '**summative**', assessing the project at the end. It has covered three strands:

1. **Process** evaluation – this is an assessment of how MOVE was implemented and if it was delivered as intended.
2. **Impact** evaluation – this is an assessment of the outputs, outcomes and achievements of MOVE on beneficiaries and the MOVE partnership.
3. **Economic** evaluation – this is an assessment of whether the project offered value-for-money.

An annual insights report was prepared throughout Years 1-6. This document contains the key findings from the very start of the project to the end. It offers insights covering the three phases of project delivery: Phase 1 (Years 1-3), Phase 2 (Years 4-5) and Phase 3 (Years 6-7).

Key Insights

Why MOVE was Needed, and how it has Changed over Time

The seven years over which MOVE was delivered have not been typical; the two-year period of the pandemic and associated restrictions severely affected local businesses and the labour market. The employment rate in Greater Lincolnshire experienced a slow climb over the first phase of MOVE but COVID-19 restrictions introduced in March 2020 led to a sudden fall in the employment rate which dipped to 71% in December 2020, significantly below the regional and national rate. The third phase of MOVE has seen a return to more usual trading conditions and labour market recovery, although the employment rate in Greater Lincolnshire remains below the national average. High levels of economic inactivity, particularly long-term sickness, remain a persistent feature of the Greater Lincolnshire labour market.

GREATER LINCOLNSHIRE MOVE

MOVE was delivered to a cohort with a fairly even gender balance and a broad age range. Beneficiaries were, on average, out of work for 4-years which fits with the focus on those furthest from the labour market. Economically inactive beneficiaries comprised 40% of the cohort, with the remaining 60% identifying as unemployed.

Each phase of the project has been associated with a slightly different demographic profile. The first phase saw the greatest engagement of women and those who were economically inactive. The second phase, which corresponded with the pandemic, was characterised by stronger representation of younger beneficiaries, male beneficiaries and those who were unemployed rather than economically inactive. The third phase saw a partial return to the original demographic profile although male and unemployed beneficiaries were still more strongly represented. The ethnic diversity of beneficiaries grew across the three delivery phases, with increasing representation of those from Other White (non-British or Irish), Black and Gypsy-Roma backgrounds in particular.

The Impact and Outcomes MOVE has had on Beneficiaries

Delivery staff were asked to describe (in 1-2 words) how the project has helped beneficiaries:



Beneficiaries, delivery staff and external stakeholders all consistently used the following terms to describe how MOVE was delivered: person centred, holistic, flexible, responsive, individualised, tailored and long-term.

What beneficiaries told us about the support they have received:

"I used to be so agitated, so lonely...now I can get out there, share ideas and socialise, I'm a different person. I got to see what I can actually do and I've progressed. People [other beneficiaries and delivery staff] have been so nice and we've all helped each other with our confidence".

"They [delivery staff] have a way of empowering you, giving you a bit of responsibility and building you back to where you want to be".

"They [delivery partner] held me hand through the process. MOVE has given me my confidence back – she [delivery staff] cares about individuals who don't fit into the box".

"I feel a million miles away from where I started... I'm much better compared to where I was..."

What delivery staff told us about how they had supported beneficiaries:

"We've tapped into individuals and had the flexibility to adapt MOVE to individual beneficiaries. Everything we have done has been tailor-made, and it's been fit for purpose. Some beneficiaries may take a lot more bacon and coffee than others, but we have been there for all our beneficiaries".

"Beneficiaries don't know where to start. Everyone has their own story and when they join they can feel quite broken. Then they start participating in MOVE and they can see someone is valuing them and what they can offer".

"We have seen the value of the group work and that has inspired us to seek more funding to keep it going, and to build on it".

Overall, MOVE focused upon a **beneficiary's employability journey** rather than the final destination. The project helped people find and sustain fulfilling [paid or unpaid] work. It has done this by supporting them to identify and overcome the life and employability barriers they faced.

The project supported 1,219 beneficiaries.

On average, beneficiaries spent 8.4 months on MOVE. Those who found employment spent, on average, 6.8 months on the project. Those who remained economically inactive spent 9.5 months, and those who were unemployed on leaving 8.6 months.

Of those beneficiaries that participated:

- **353 moved into employment, including self-employment.** Of these, 212 were unemployed (including long-term unemployed) when they joined the project and 141 were economically inactive. Overall, the project exceeded the employment target set by the funders by 85 jobs.
- In Phase 1 (Years 1-3), 27% of beneficiaries found employment following their participation in the project. For beneficiaries enrolled in Phase 2 (Years 4-5) 29% obtained employment. Of beneficiaries enrolled in Phase 3 (Years 6-7) 33% exited with an employment outcome. Across all three phases, **29% of beneficiaries moved into employment, significantly higher than the 22% target for the overall project.**
- 14% of beneficiaries (168 people) moved into education or training when they exited.

Social Return on Investment (SROI) is a way of developing a value for less tangible outcomes funded through the project. SROI provides a more rounded view of what was achieved – including how MOVE improved the confidence/aspirations, skills development, emotional wellbeing, health and lifestyle, home situation, relationships with friends / family, and financial stability of beneficiaries. The SROI analysis shows **for every £1.00 invested in the MOVE project, £3.48 of social value was generated.**

The Costs, Responsiveness and Effectiveness of MOVE

Project costs have been in line with those forecast. The total project costs were £2,020,621.30 in Phase 1 (Years 1-3), £1,407,934.30 in Phase 2 (Years 4-5), and £1,340,794.20 in Phase 3 (Years 6-7).

An under-spend resulting from the impact of COVID-19 in Phase 2 was reallocated to a central pot. In Year 6 this was used to support three pilot activities: financial inclusion, digital skills, and basic/functional skills. VCS and delivery partners harnessed external monies to match the MOVE funding allocated.

The Systems and Processes MOVE put in place to Support the Partnership

VCS and delivery partners used a software package called APTM as a CRM [customer relationship management system] to log information about all of the beneficiaries that participated in MOVE.

Within some delivery partner organisations the people writing the bid (pre Year 1) and those staff delivering the project (between Years 1 and 7) were different. In some cases delivery staff had to secure additional admin support from within their own organisation to assist them to implement project systems and processes.

VCS provided additional admin resources to 12 delivery partners in Phase 1 and Phase 2 of the project – including a 1.5 full time role in place to assist the partnership with finance and compliance. An additional 21-hour a week project officer post was also created (from Year 5 onwards) to support VCS and the partnership with compliance administration. All BBO leads running projects in Greater Lincolnshire reported needing to allocate more time and spend on administration, finance and compliance than they had estimated in their original project plans.

COVID-19 and cost-of-living pressures led delivery staff to support beneficiaries in ways that used resources more sustainably and in ways that ensured beneficiaries had a key role to play in how the project operated.

VCS put additional admin resources in place, including a checklist and series of visits to each delivery partner, to support the partnership to comply with project closure processes.

VCS has treated all delivery partners equally, regardless of size, location or their delivery offer. This has ensured an ***equality and flatness in how the partnership operated.***

Shaping the Future Employability Agenda

“We’ve contributed to several other bids and we’re going to carry on using the learning from MOVE to shape future projects”.

There is good practice and learning from MOVE that could inform the design and delivery of future projects:

- The importance placed on investing in **project design**. MOVE has evolved in the activities it has offered and how/where it has been delivered over the last 7-years. VCS and the partnership were flexible in how MOVE operated and were not too prescriptive or fixed in the support that it provided.
- MOVE **engaged beneficiaries in the co-design, delivery and governance** of its activities.
- The quarterly partnership meetings, quarterly board meetings and quarterly policy thinking and shaping group ensured a **real time understanding about how MOVE was performing**, what was working well, emerging issues, and how the project aligned to mainstream provision.
- The commissioning of a **formative evaluation** – with evaluators working alongside the partnership to assist with data collection, analysis and presentation of evidence as the project was delivered.

The MOVE partnership has identified the following gaps that successor initiatives could address:

- Providing in-depth, person centred and long-term support for people who are furthest from the labour market.
- Addressing the underlying support needs of vulnerable beneficiaries (e.g. access to counselling, learning support and basic skills).
- Providing support for people in work who are under-employed or want to upskill, re-train and progress in employment.
- The importance of investing in project animation – by allocating adequate resources for administration and support that underpins the project (e.g. marketing and promotion, collecting information on impact, partnership working).

1. INTRODUCTION

“MOVE is about believing in people when they don’t believe in themselves”

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

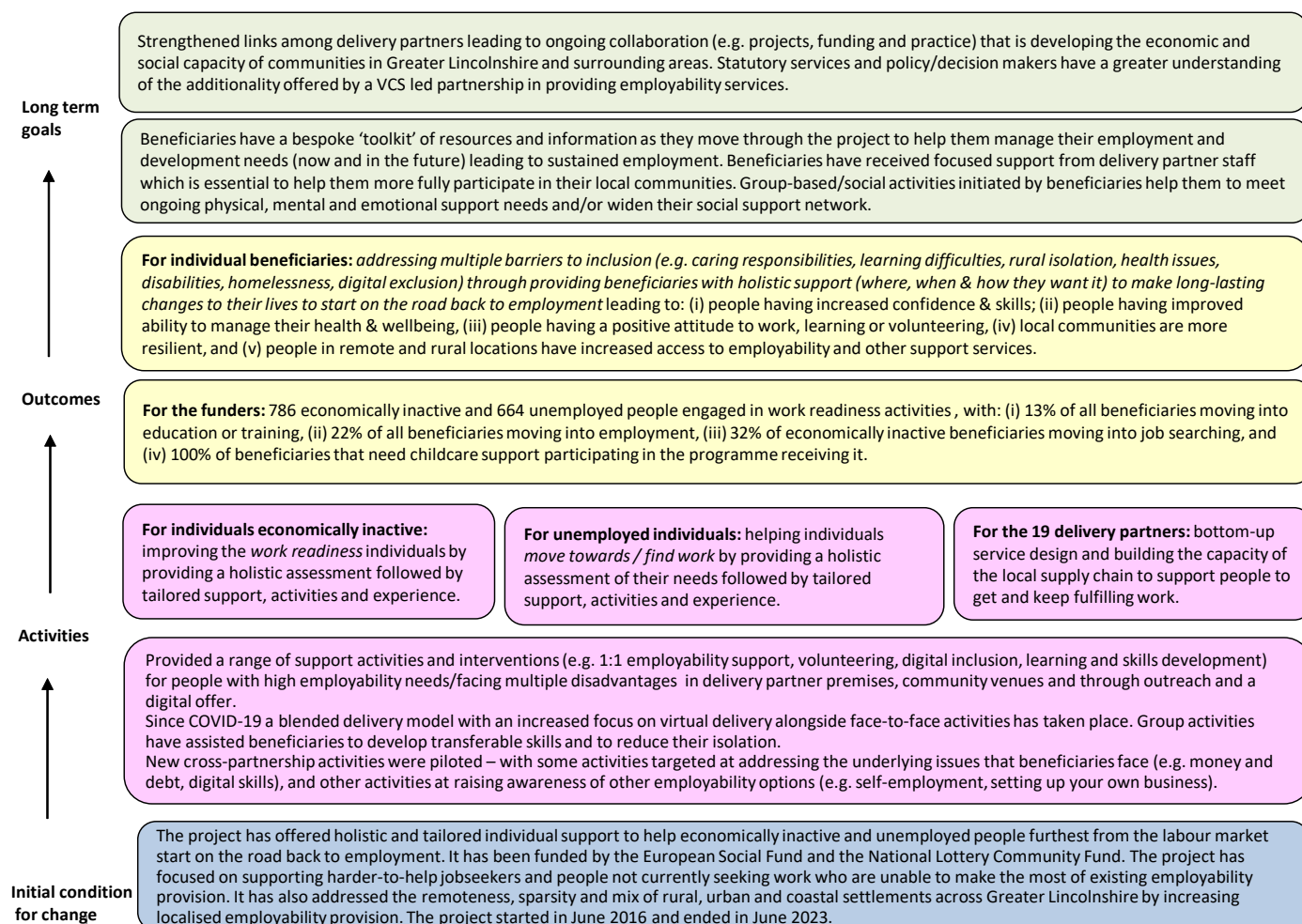
The original project was delivered between June 2016 and June 2019. In May 2019 Voluntary Centre Services (VCS), the lead partner, received confirmation that MOVE had been successful in its application for a 3-year extension. The project extension took place between June 2019 and June 2022. In June 2021, VCS secured an additional one-year extension for the project which operated until June 2023.

Rose Regeneration, Lincoln International Business School (University of Lincoln) and Cross Keys Associates have provided an external evaluation of the project since January 2017. The evaluation has been both **‘formative’**, taking place during the development and delivery of the project (Years 1-6), and **‘summative’**, assessing the project at the end (Year 7). It has covered three strands:

1. **Process** evaluation – this is an assessment of how MOVE is being implemented [the systems and processes put in place] and if it is being delivered as intended.
2. **Impact** evaluation – this is an assessment of the outputs, outcomes and achievements of MOVE on beneficiaries and the MOVE partnership.
3. **Economic evaluation** – this is an assessment of whether the project is offering value-for-money to the funders.

A ‘theory of change’ was produced for the project when it began. This has been reviewed and updated annually. The theory of change is a flow diagram setting out why MOVE was needed, the activities it delivered, as well as the outcomes and longer term change that it wants to see happen.

GREATER LINCOLNSHIRE MOVE



This report presents key findings from the evaluation covering Years 1-7. It provides information about:

- How MOVE has evolved over time, including responding to changes in the **local labour market**.
- How MOVE performed against the outputs and results set by its funders; and the difference the project has made to **beneficiaries**.
- The **costs** of delivering the project and the added value that a voluntary and community sector (VCS) partnership has brought to running an employability project.
- How the MOVE partnership worked together to develop systems and **processes** to deliver the project.
- How MOVE aligned to other **employability programmes** and the learning that can be taken from the project to shape future initiatives.

2. CONTEXT - WHY MOVE WAS NEEDED, AND HOW IT HAS CHANGED OVER TIME

This section contains information about the original need for the project and how it, and the local labour market, have changed over Years 1-7. It also contains information about the beneficiaries supported across all years.

2.1 THE ORIGINAL NEED FOR THE PROJECT - AND HOW IT CHANGED OVER TIME

Voluntary Centre Services (VCS), the lead body for the partnership, coordinated initial project planning. This took place 18-months prior to MOVE being launched and included:

- **Data collection and analysis:** this revealed a high proportion of people in Greater Lincolnshire who had never worked or were long-term unemployed, including those whose day-to-day activities were limited in some way. The data also evidenced the rurality and sparsity of Greater Lincolnshire – with high levels of deprivation prevalent in coastal areas.
- Review of peer-reviewed **academic articles:** this provided evidence to demonstrate how being in work is generally beneficial to people's wellbeing, as well as the importance of community based interventions in helping people into employment.
- Collating information on other **employability initiatives planned or being delivered** in Greater Lincolnshire: this signalled the need for MOVE to align with mainstream provision and have a complementary offer.
- Looking at practice from **similar initiatives elsewhere:** examples indicated how a network of smaller providers was crucial in supporting beneficiaries furthest from the labour market to get back into work.

All of this information was used to inform the delivery model, beneficiary engagement, partnership working, and engagement with statutory sector providers.

Two significant changes happened in Phase 1 of the project (Years 1-3). At the outset, it was anticipated that MOVE would be delivered through a network of 12 main delivery hubs and 10 access points. In practice the project was delivered through a more distributed model of delivery partner hubs, community venues and outreach. Secondly, the number of delivery partners reduced over time – from 24 partners at the start of the project to 19 at the end. This was a result of delivery partners changing their strategic direction and/or reducing their employability activities.

"We wanted Hubs and Access Points because we were always looking for local delivery partners and physical hubs in local communities. But it's been more about having a physical presence in localities and a blended approach with some face-to-face and other delivery approaches too".

"We did 'readiness checks' at the beginning on MOVE and some delivery partners were not ready to join the partnership at the outset even though we knew they'd be good. Because of the size of the partnership we've [VCS] had to do supplementary line management to help staff in some partners who are not being well supervised or supported by their organisation...some delivery partners offered activities that did not work and we [VCS] asked them to deliver something else instead as we didn't want to lose them".

For Phase 2 of the project (Years 4-5) VCS and delivery partners used learning from Phase 1 to refine the project objectives and delivery model. This focused on five key areas:

- I. Increasing the reach and accessibility of MOVE to people living in rural and coastal areas without good links to public transport.
- II. Delivering more outreach support, including through the use of technology.
- III. While group activities were not part of the original project design, they undoubtedly helped beneficiaries to manage their employment and personal development needs. More delivery partners wanted to offer group activities from Year 4.
- IV. The MOVE partnership identified further opportunities to work with public bodies and agencies to get referrals into the project.
- V. Delivery partners agreed a delivery time period with VCS during Phase 2 so that exiting beneficiaries could be built into the operation of the project.

On 12 January 2020, the World Health Organization (WHO) confirmed that a novel coronavirus was the cause of a respiratory illness in a cluster of people in Wuhan City, China. COVID-19 was confirmed to be spreading in the UK by the end of January 2020. In March 2020 (Year 4 of MOVE delivery), the UK Government imposed a lockdown banning all "non-essential" travel and contact with people outside of one's household. From July 2020 the Government introduced measures to ease these restrictions. In November 2020, the Government published its COVID-19 Winter Plan. This included a three-tier system to run until spring 2021. In December 2020 Lincolnshire was placed in tier 3 (with hospitality, accommodation and entertainment providers required to close). In December 2020, a new tier 4 'stay at home' alert level was announced in response to a new COVID variant. Lincolnshire was placed in tier 4. A further lockdown began on 6 January 2021, with restrictions starting to lift from 8 March 2021. The pandemic had the following impacts on MOVE:

- It led to dips in people enrolling onto MOVE – with drops in the number of enrolments between March and August 2020, and again between January and March 2021.
- It led to a very different demographic profile – with beneficiaries supported by MOVE in Phase 2 (Years 4-5) more likely to be male, unemployed rather than economically inactive, and from a jobless household compared to Phases 1 and 3.
- Delivery partners had to move some or all of their existing support online during lockdown periods, whilst others started delivering new activities virtually.

- During lockdown periods delivery staff supported beneficiaries to access learning and training courses through distance learning.
- Any in-person support provided during the pandemic was in line with Government guidance at the time.
- It led some delivery partners to develop relationships with new referral partners as they found existing links with public bodies and community groups paused.
- Some delivery partners expanded their delivery area to operate in new districts.

Phase 2 (Years 4-5) was an unprecedented time for the project. Some existing beneficiaries struggled to participate in the project during lockdowns. Delivery partners sought to re-engage them in Year 5, tailoring communications to their needs, offering new and targeted activities to appeal to them, and helping them to see the end product (e.g. obtaining a qualification, getting a job, performing in a radio play).

“Cometh the hour, cometh the project. MOVE was perfectly placed to help people survive the pandemic. Without MOVE I’m not sure what our existing or current beneficiaries would have done. We got them through physically and mentally and we did it in very innovative ways. We also learned a lot about ourselves, our organisations and the partnership too”.

Phase 3 (Years 6-7) saw a return to the demographic profile observed in Phase 1 (Years 1-3) of the project. Once again there was a more even gender balance, and an increasing proportion of beneficiaries economically inactive rather than unemployed. The ethnic diversity of beneficiaries has increased across all three Phases, with increasing representation of those from Black and Gypsy-Roma backgrounds in Phase 3. However, the proportion of beneficiaries being enrolled with a long-term health condition or disability increased in Phase 3 (Years 6-7). As a result of the increasingly complex needs beneficiaries presented with during and since COVID-19, delivery staff increased the amount of time they spent supporting beneficiaries in Phase 3. Delivery staff also had to spend more time in Phase 3 assisting beneficiaries to access other services (particularly in relation to physical and mental health and wellbeing).

“The beauty of the project is that we’ve had time and it’s been unstructured. There’s been the opportunity to change delivery during Phase 2 and Phase 3 and we’ve helped people in ways others cannot. But there were also dark times – beneficiaries we lost, beneficiaries who came to us in crisis”.

Since late 2021, the prices of many essential goods began increasing faster than household incomes. This has been caused partly by a rise in inflation in the UK, as well as the economic impact of issues such as the COVID-19 pandemic and the war in Ukraine. While everyone has been affected by rising prices, MOVE beneficiaries on low incomes have struggled to pay for essentials. An under-spend on the project led the partnership to run ‘utilities and cost of living’ courses as part of a financial inclusion activity. Delivery staff assisted beneficiaries to access other support to help mitigate cost-of-living pressures (e.g. food support, warm spaces, transport).

“The circumstances affecting beneficiaries have changed...the pandemic, cost of living challenges... but the need for MOVE is the same”.

“COVID and cost of living have led to a very different context in which people are unemployed. When the project started, the beneficiaries were at the bottom of the pile and their experiences were very different...there have been elements of this more recently but we are now finding people further up the unemployed chain need access to basic skills and support too”.

Over Years 1-7, three components have remained consistent:

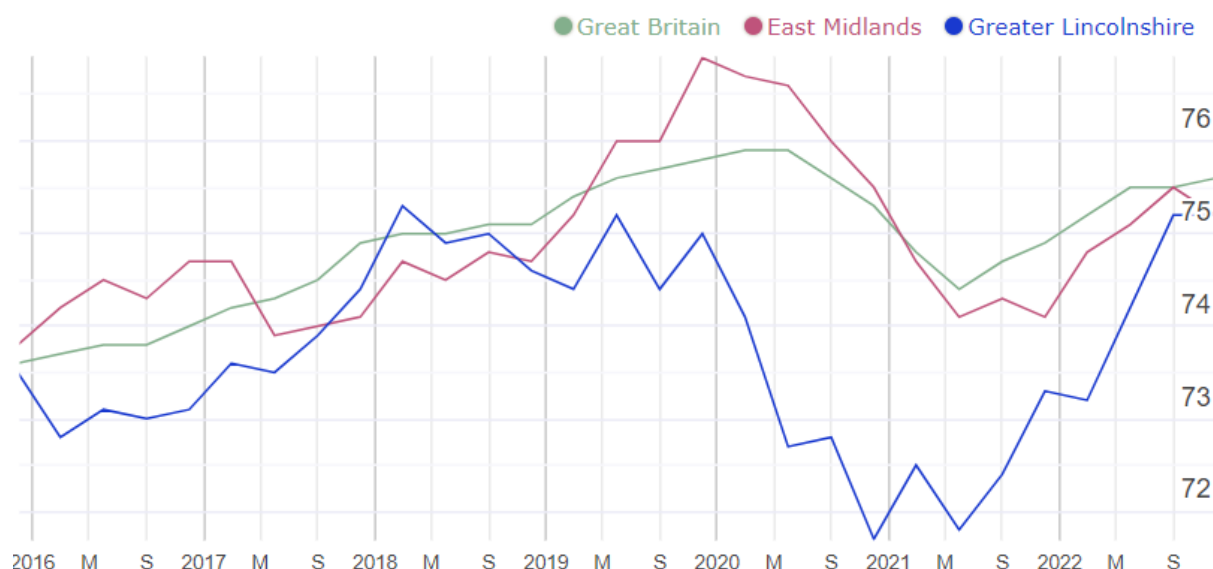
- I. The **quality of support**: delivery staff emphasised the importance of the quality of the outcomes gained by beneficiaries – and of providing them with a means to achieve outcomes which are rewarding and that they will sustain.
- II. **Test and learn**: the partnership had a real-time understanding of what worked well, and less well, for whom and why. Learning from MOVE was translated into activities and interventions within and outside of the main project.
- III. Not being a **merry-go-round of services**: many beneficiaries who were supported by MOVE had been on other programmes and interventions before the project – they described their frustrations and complications from disjointed and disconnected services that were often focused on short-term of quick fixes. MOVE took an integrated, partnership wide and long-term approach to providing them with employability support.

“The way MOVE was managed meant delivery staff were trusted and listened to. We’ve been able to try different things – VCS have really listened when we’ve wanted to change something and they reacted quickly in making a decision”.

2.2 THE LOCAL LABOUR MARKET

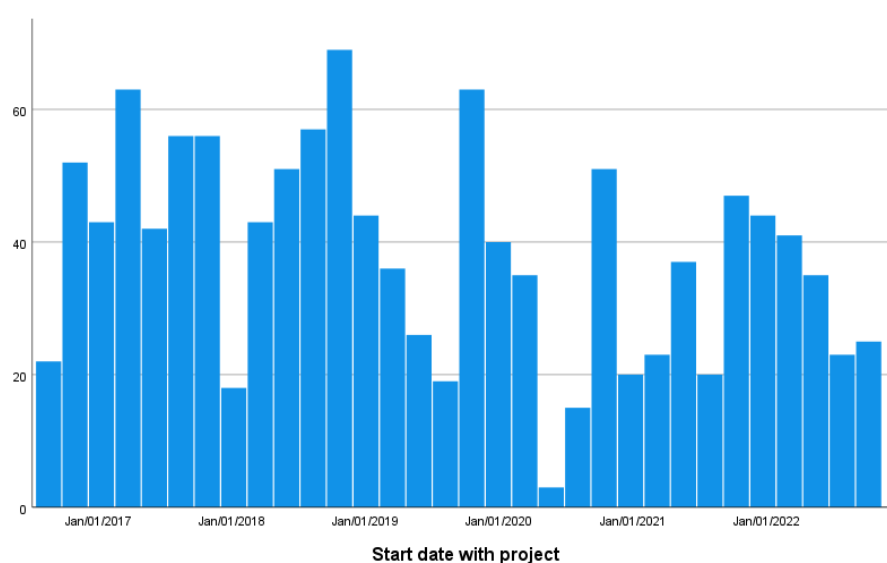
The seven years over which MOVE was delivered has not been typical; it includes the two-year period of the COVID-19 pandemic which severely affected local businesses and the labour market. As Graph 1 shows, the employment rate in Greater Lincolnshire experienced a slow climb over the first phase of MOVE, with peaks of 75% in 2018 and 2019. COVID-19 restrictions, first introduced on 26 March 2020, led to a sudden fall in the employment rate which dipped to 71% in December 2020. This decline was more pronounced than for the East Midlands and Great Britain suggesting that the economy of Greater Lincolnshire was more adversely affected than other regions. However, the second half of 2022 saw a return to more usual trading conditions, and a rapid rise in employment in Greater Lincolnshire. Although the employment rate remains lower than the national and regional average, at 75%, it has ‘bucked the trend’ with a return to the pre-pandemic employment levels.

Graph 1: Employment rate for those age 16+, January 2019 - December 2022



Graph 2 shows the pattern of enrolments on MOVE over its delivery period. Dips in the number of enrolments can be observed between March and August 2020 and January and March 2021 which correspond with COVID-19 lockdown periods. However, the period from July 2021 onwards (and corresponding with phase 3 of delivery) saw a return to a more consistent pattern of enrolments.

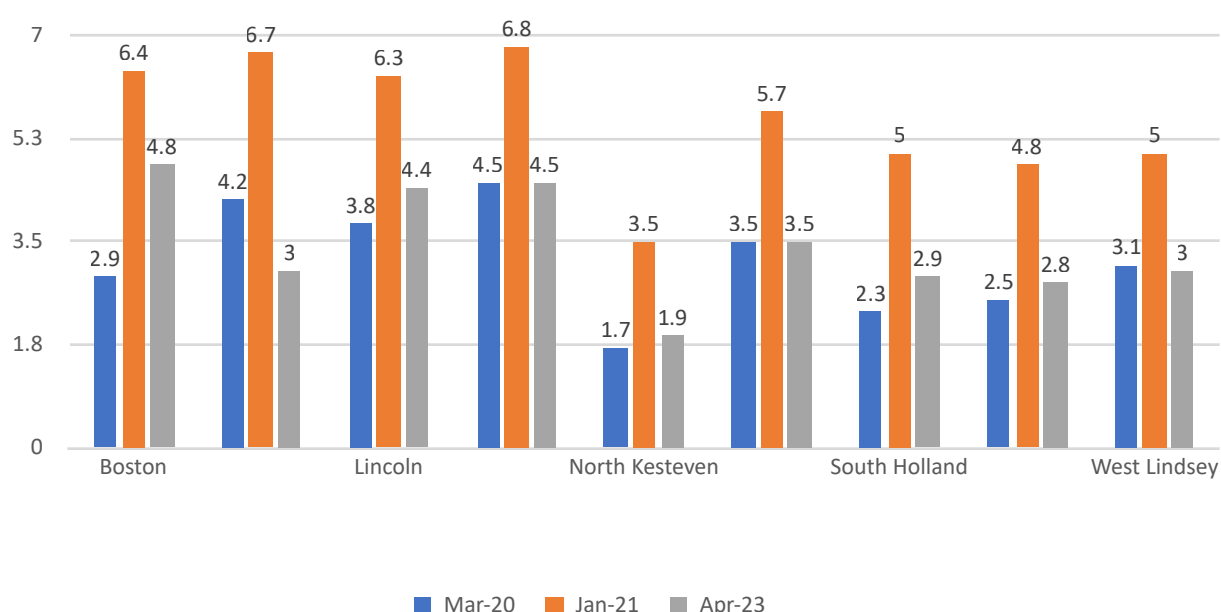
Graph 2: Enrolments on MOVE, July 2016 to October 2022



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The unemployment claimant rate has now returned broadly to pre-pandemic levels across Greater Lincolnshire. However, the recovery has not been uniform across the region. East Lindsey had a lower claimant rate than in March 2020, which may be related to the surge in domestic tourism following the relaxation of COVID-19 restrictions. Boston has a significantly higher employment rate than before the pandemic.

Graph 3: Claimant rate (%) for Greater Lincolnshire unitary/districts for those aged 16+



Source: NOMIS (2023)

Towards the end of MOVE, the return to pre-pandemic levels of employment is encouraging. However, high levels of economic inactivity, particularly long-term sickness, remain a persistent feature of the Greater Lincolnshire labour market. Long-term sickness accounts for 32% of those who are economically inactive in Greater Lincolnshire compared with 26% in Great Britain (ONS, 2022).

2.3 THE BENEFICIARIES SUPPORTED ACROSS ALL YEARS

MOVE was delivered to a cohort with a fairly even gender balance and a broad age range (with an average age of 37 years). Beneficiaries had, on average, been out of work for 4-years which fits with the focus on those furthest from the labour market. Economically inactive beneficiaries comprised 40% of the cohort, with the remaining 60% identifying as unemployed.

As table 1 shows, each phase was associated with a slightly different demographic profile. The second phase, which corresponded with the COVID-19 pandemic, was characterised by a strong representation of

male beneficiaries, perhaps because the pandemic led to increased parenting and home-schooling responsibilities which disproportionately affected the opportunity for women to engage in projects like MOVE. Phase 2 also had an increased focus on those who were unemployed rather than economically inactive, resulting from the rapid rise in unemployment at the start of the pandemic. Phase 3 saw a partial return to the original demographic profile although male and unemployed beneficiaries were still more strongly represented. The ethnic diversity of beneficiaries grew across the three delivery phases, with increasing representation of those from Other White (non-British or Irish), Black and Gypsy-Roma backgrounds in particular.

Table 1: Demographic characteristics MOVE Beneficiaries, across all three phases and overall

Demographic Variable	Categories	Phase 1 (Years 1-3)	Phase 2 (Years 4-5)	Phase 3 (Year 6-7)	Overall
Gender	Male	52%	61%	56%	52%
	Female	48%	39%	43%	48%
	Other		0.5%	1%	0.3%
Ethnicity	White-British	94.3%	91.3%	86.3%	92.5%
	White-Irish	0.4%	0.7%	0%	0.2%
	White-Other	2.5%	3.3%	8.1%	3.7%
	White-Gypsy, Roma	0.2%	0.7%	1.3%	0.5%
	Asian background	0.5%	1.4%	1.7%	0.7%
	Black background	0.8%	1.3%	1.3%	1.1%
	Mixed background	0.8%	2.1%	0.4%	0.9%
	Prefer Not to Say	0.4%	0.0%	0.4%	0.2%
Employment status	Unemployed	59%	66%	61%	60%
	Economically Inactive	41%	34%	39%	40%
Years Unemployed		4.2	4.3	4.1	4.0
Age		37	35	37	37

Many MOVE beneficiaries were affected by circumstances that could affect their ability to engage in the labour market. The most frequent of these was living in a jobless household (56%). Almost half had a long-term health condition or disability, and 35% lacked basic skills. A smaller proportion had dependent children, in jobless or single adult households. 1 in 10 were offenders or ex-offenders and 7% were affected by homelessness.

As table 2 shows, the breakdown of beneficiaries' circumstances changed over the three delivery periods. During phases 2 and 3, beneficiaries were more likely to live in a jobless household compared with phase 1;

and in Phase 3 more than half had a long-term health condition or disability. Feedback from delivery partners suggested a strong increase in beneficiaries with mental health problems following the pandemic. The result is that, compared with Phase 2, by Phase 3 beneficiaries had more challenging circumstances and required more intensive support from them. Around one-third of beneficiaries lacked basic skills, and 1 in 5 were living in a jobless household with dependent children. During phase 3, fewer beneficiaries were offenders or ex-offenders or were affected by homelessness or housing exclusion, although this was perhaps related to a reduction in the activity of delivery partners working with these client groups.

Table 2: Circumstances of MOVE Beneficiaries, across all three phases and overall

	Phase 1 (Years 1-3)	Phase 2 (Years 4-5)	Phase 3 (Year 6-7)	Overall
Live in a jobless household	49%	62%	62%	56%
Has a long-term health condition or disability	46%	44%	55%	49%
Lack basic skills	36%	27%	39%	35%
Live in a jobless household with dependent children	15%	17%	21%	17%
Live in a single adult household with dependent children	12%	13%	13%	12%
Offender or ex-offender	13%	15%	6%	11%
Homeless or affected by housing exclusion	7%	9%	3%	7%

Key Points

Over a 7-year period MOVE provided holistic and tailored support to help beneficiaries who were economically inactive or unemployed on their journeys into or towards work.

The seven-year period of MOVE delivery was not typical; and included a two-year period of COVID-19 lockdowns and restrictions which severely affected local businesses and the labour market.

The number of delivery partners involved in the partnership, the delivery model, and the activities and support offered has changed during the three phases of the project responded to these external factors and to changing beneficiary needs.

The project supported a cohort with a fairly even gender balance and broad age profile, comprising 40% economically inactive and 60% unemployed beneficiaries. Phases 2 and 3 saw more focus on unemployed beneficiaries, however. The cohort became more ethnically diverse over the 7-year period.

Many beneficiaries were affected by circumstances that affected their ability to engage in the labour market, particularly living in a jobless household, having a long-term health condition or disability, or lacking basic skills.

A high proportion of beneficiaries enrolling in Phase 3 had physical and mental health issues – they may have been diagnosed but the individual's condition deteriorated during the pandemic, or they were undiagnosed conditions disclosed by beneficiaries when they joined the project. The multiple and complex needs of beneficiaries in the latter part of the project required delivery staff to provide more intensive support.

As MOVE was ending, the return to pre-pandemic levels of employment is encouraging. However, high levels of economic inactivity, particularly long-term sickness, remain a persistent feature of the Greater Lincolnshire labour market.

3. THE IMPACT AND OUTCOMES MOVE HAS HAD ON BENEFICIARIES

This section of the report highlights what beneficiaries gained from participating in the project and the difference MOVE has made to their lives. It includes:

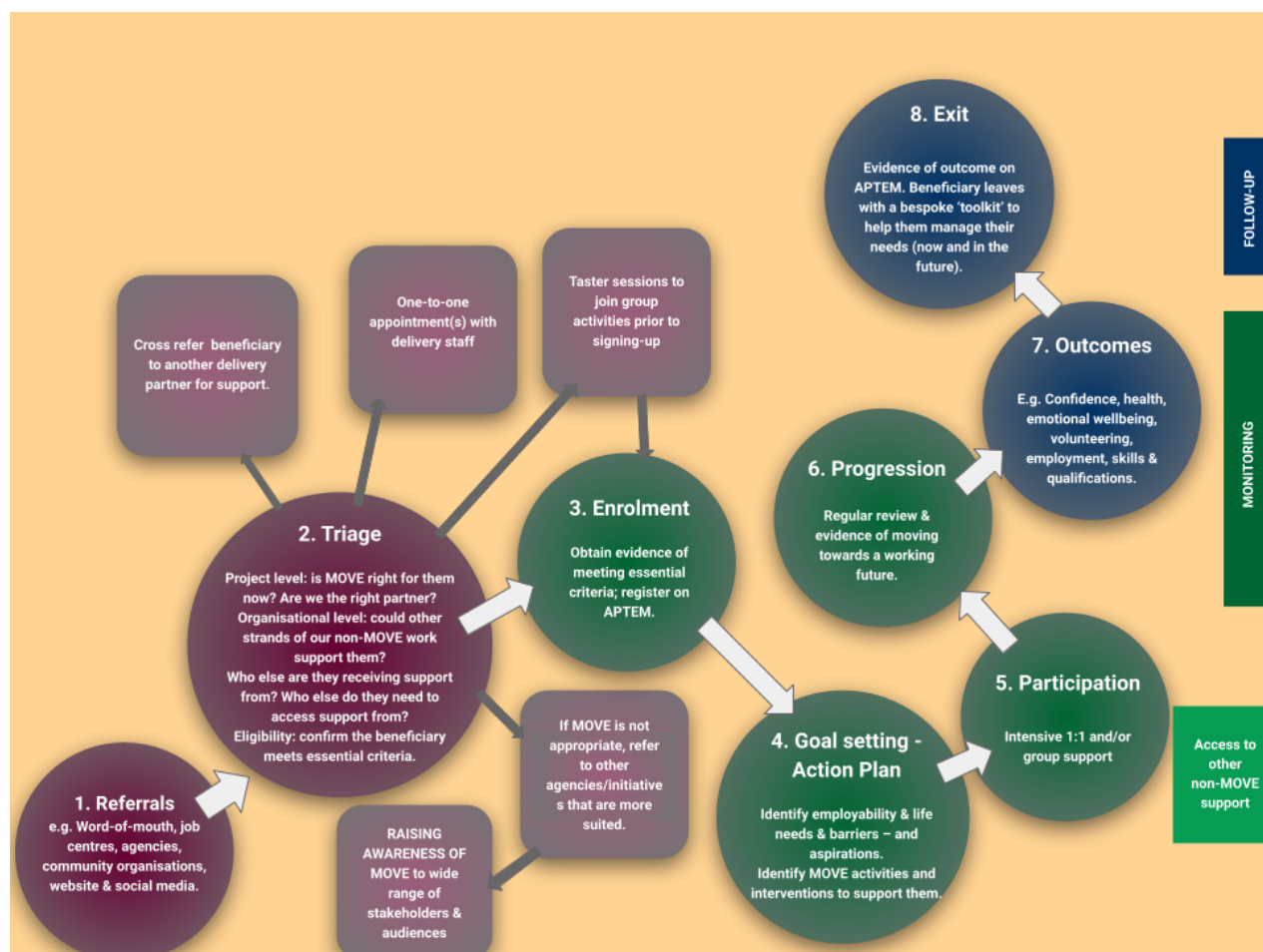
- Examples of the journeys beneficiaries followed when they participated in MOVE.
- The difference the project has made to the lives of beneficiaries and their families/households.
- The social value delivered by the project.

3.1 BENEFICIARY JOURNEYS

In Year 6 a diagram was developed with the MOVE partnership setting out the main stages and steps beneficiaries take when they participated in the project. This visualised their journey from joining to leaving. The diagram contains three main stages and eight practical steps:

- Stage 1: **Joining – where am I now, is MOVE right for me?** The steps in this stage include referrals coming into the project (1), and delivery partner staff then triaging those referrals (2).
- Stage 2: **Participating – where am I heading, and how is MOVE helping me?** This stage involved delivery staff enrolling beneficiaries onto the project (3), developing an action plan with them (4), the beneficiary receiving support (5), and delivery staff monitoring their progression (6).
- Stage 3: **Achieving in MOVE – where next?** Through implementing the action plan beneficiaries achieved an outcome (7) and were then exited from the project (8). Some delivery partners follow-up with exited beneficiaries to ensure they are sustaining their outcome and continuing on their journey.

This information is summarised in the diagram overleaf.



There is no one-size-fits-all beneficiary journey, therefore in Year 7, this diagram was redrawn with delivery staff and beneficiaries. Five individual journey diagrams were produced. These journeys complement the overarching diagram in highlighting:

Where am I now?

- The barriers and obstacles that beneficiaries faced when they initially came into MOVE (at the referrals and triaging steps) were wide-ranging and covered life and employability barriers. The individual mapping found some of these barriers were present before the pandemic and others had intensified during COVID-19 (particularly issues related to physical and mental health, access to childcare, family and personal relationships).
- How these barriers and obstacles affect their progress through MOVE (at the goal-setting, participation and progression steps).
- How the external environment shapes the barriers and obstacles faced – including the impact of structural and societal issues on individual beneficiaries (e.g. poverty).

Delivery staff have, at different points over the lifetime of MOVE, focussed on supporting different cohorts of beneficiaries. They identified the main barriers facing beneficiaries in moving towards or into work as being a combination of factors.

"To pinpoint one reason or another why a participant does not move into work and learning is difficult as more often than not there is a combination of reasons. For us, we found housing seemed to be consistently an issue among our client base. Examples include under-occupying in private/social rental so not receiving full housing entitlement; inappropriate private rental due to location or cost; family/relationship breakdown and still sharing property impacting on finances and mental health; death of family member and inheritance issues...General money management was also an issue".

"In phase 1, many of those referred to us were long term unemployed...[and] we had a lot of single people. In phase 2 and beyond, we had more parents (often women living alone with children)...In general terms, some of the barriers were educational. Many beneficiaries had low level basic and digital skills, largely due to lack of achievement in statutory education for a variety of reasons. Without exception, all our beneficiaries also had a lack of self-confidence".

"The main barrier was low mental health and wellbeing and potentially the stigma of seeking help. Another barrier was people not having stable living conditions which provided considerable barriers to seeking employment. These included their fundamental basic needs weren't being met...Other barriers included people not being able to afford to eat properly, clothe themselves properly and not looking after themselves leading to poor mental health and physical wellbeing".

Where am I heading?

- Between the triage and enrolment stage, the individual mapping provided an overview of the beneficiary's starting point: *"I was in a bit of a dark hole", "I really wanted to find work but they [the Jobcentre] thought I needed help to get me ready for work"*.
- To begin to develop the goal setting action plan beneficiaries met delivery staff in local, community venues. The initial session was often over a hot drink and more of a 'getting to know you' session rather than length or intensive for the beneficiary.
- The initial meeting(s) with delivery staff indicated immediate needs and priorities for the beneficiary and their family/household. The individual journey mapping highlighted instances of delivery staff helping them to access food and debt advice. Delivery staff helped beneficiaries to review and meet their basic needs before any discussion about employability.
- The goal setting action plan and participation took place at the pace that best supported an individual beneficiary.
- Beneficiaries were able to access support from across the MOVE partnership. The individual journey mapping reveals how beneficiaries received support to improve their maths and English or to get online.

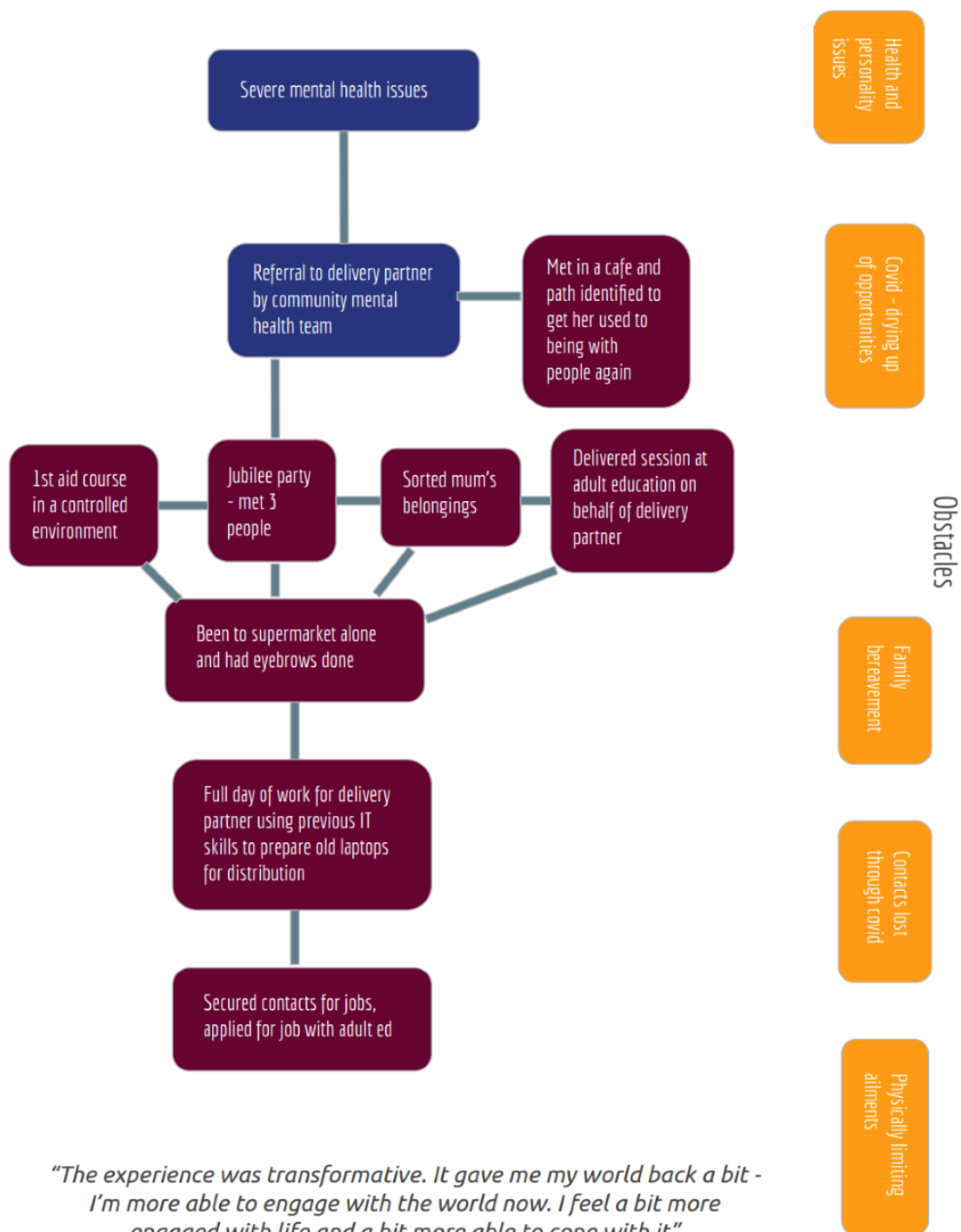
- Beneficiaries also described how MOVE helped them to access other services outside of the project and delivery partners. This included home equipment, counselling, mental health support and physical health support.
- Delivery staff helped beneficiaries to narrow down their focus as they participated in the project: *"I took a broad route but over time developed a much clearer idea of my destination"*.
- Beneficiaries received intensive support from delivery staff to help them move towards or into work. The individual journey mapping highlights instances of securing voluntary work, working on CVs and application forms, learning new skills or going on training courses, interview prep and/or meeting employers. The mapping also indicates where beneficiaries took on additional roles within their local community or joined local social groups.

Where next?

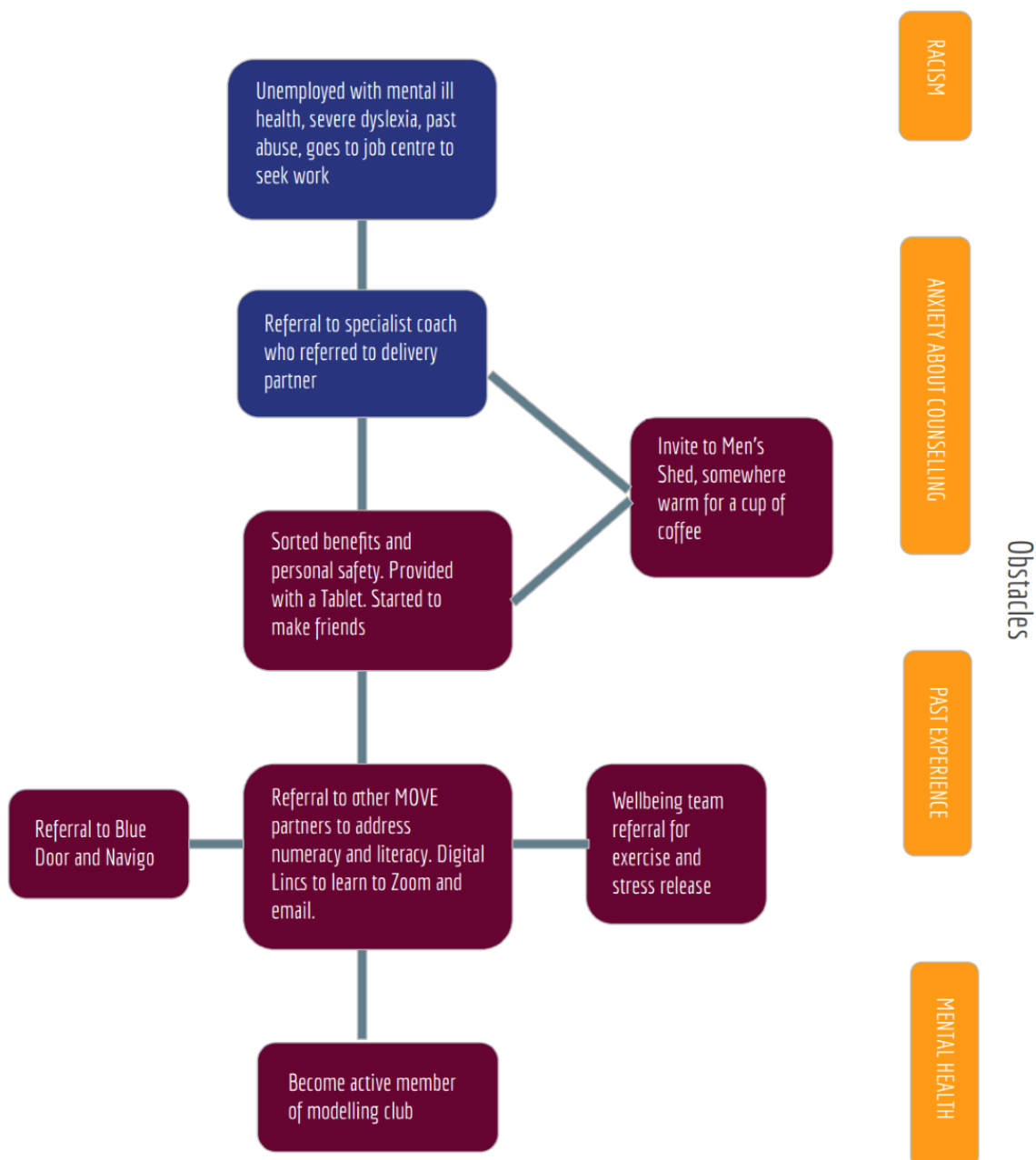
- The outcomes achieved through MOVE are different for every beneficiary. It is clear from the individual journey mapping that beneficiaries leave the project at a better place than when they started. Some beneficiaries obtain employment or go on to undertake further training and qualifications; while for others feeling confident leaving their home and being comfortable sitting in a café is a positive step on their journey towards work.

Two of the individual journey maps are shown overleaf.

The MOVE Journey - Jill



The MOVE Journey - Harrison



"To find myself laughing again is a godsend; having this has helped me to lay some new foundations"

Delivery staff offered some overarching insights into the journey mapping:

“Our work has been moving in that we have been able to transform people’s lives. It shows what can be achieved when you take the time to go at other people’s speeds...Examples include a beneficiary who would only come if she could bring her mum along. Then she started coming to see us alone. Her panic attacks reduced and she started volunteering. She’s now back in employment – but it took her 3-years with MOVE support to do that”.

“We have met so many beneficiaries who have touched our hearts. One person stands out...a lady in a rural location with no public transport. She had many barriers and we had to break those down to be able to start offering her support. She wanted to learn to read and write and MOVE helped to find a local venue for her to do that. She loved it and attended every session. We were able to help her access counselling as she had been abused for much of her life. MOVE helped lift her out of her situation and she went to live in a refuge. She is safe and is starting college”.

“MOVE allowed us to get to know people and their lives in more detail than working on a short-term basis. Beneficiaries were in control on MOVE and they had a say in what happened. If you invest time in people rather than a one-size-fits-all it helps people start to take control of all aspects of their life”.

“You get things back from beneficiaries and on MOVE they gave us ideas and also challenged us. We don’t see people in boxes but as individuals”.

Insights from the people supported by MOVE

In Year 1 beneficiaries described the multiple and complex barriers they were facing. They highlighted the following components of MOVE as being important to them:

- MOVE is flexible and provides regular one-to-one support with a staff member. This *“keeps your spirits up”, “very enthusiastic and motivated – stops you getting bored”*, in contrast with other employability provision where beneficiaries described being *“left to their own devices”*.
- The benefits of being able to tap into additional support within MOVE delivery partners and to access other services outside of these organisations.
- The opportunities to meet with other beneficiaries to participate in group activities, leading to improved employability and social skills. These group sessions particularly helped beneficiaries to increase their self-esteem and confidence.
- Access to funding to help them get into and remain in work (e.g. reimbursement of travel costs to get to an interview or the workplace, childcare fees, interview and work clothing).
- Assistance with literacy and numeracy where other courses/providers had stopped delivery in 2010.

Year 2 saw beneficiaries enrolling on MOVE because they had seen how the project had supported their family members and peers. There was also greater cross-fertilisation of activities among delivery partners, with some beneficiaries taking part in multiple activities across the project. Delivery staff also placed an increasing emphasis on helping beneficiaries to develop softer skills as well as a need for wraparound support. The group work was leading beneficiaries to sustain the peer support and relationships they had developed on MOVE once they were exited from the project.

By Year 3 the changing nature of the local labour market (e.g. shrinking opportunities in retail sector and increasing need for advance skills to work in technical jobs) alongside welfare reforms and a reduction in public transport provision highlighted how, while some beneficiaries only spent a short time on the project, others needed a much longer journey. Participating in MOVE was providing beneficiaries with routine and purpose in their daily lives. For some, this was an important first step in helping them change and prepare for work.

"I wanted something so I was not staying in bed all day long or watching the TV. MOVE gets me out of the house. It gives me a purpose to get up in the morning."

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

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

In Years 4 and 5 delivery staff supported beneficiaries to maintain their stability and/or continue with their journey towards or into work amid a global pandemic. Beneficiaries highlighted how delivery staff were flexible and responsive to their needs during this time – and how they filled other gaps when mainstream providers and services did not operate.

"MOVE is very much led by us. They started with what we all needed and what was our barrier to work".

"When I first joined MOVE, I was not fully aware how fragile my thinking had become. I survived lockdown fairly well but got into a comfortable 'stay at home' mode. I appreciated that I wasn't being pushed into a timeframe for completing the project and this helped me to relax into it. It [MOVE delivery activities] got me out of the house, given me some focus and grew my confidence back... I feel I have made more improvement while I've been on the MOVE project than in the two years since the death of my husband".

"All of you [delivery staff] support people who don't know where else to go, or who to turn to".

From Year 5 beneficiaries also benefitted from being able to access pilot projects which were set up to fill gaps in the main MOVE project. Partnership-wide activities such as sessions for beneficiaries on becoming a volunteer, or how to start your own business, were also provided.

"It was a very human approach. Working with [name of delivery staff] helped me to identify where I needed to develop the skills and focus my energy".

"I really enjoyed it and got to know people... Found a new way of socialising...it [MOVE] changes the way you think".

These insights demonstrate how over a 7-year period MOVE has been:

- **Person centred, holistic, flexible, responsive, individualised, tailored and long-term.** It has focused on a person's journey, and not on hitting a funder target or output.
- **The partnership has been clear on what the MOVE offer was, and ensured appropriate referrals came into the project** – this also supported delivery partners to manage their capacity, demand and resources.
- Peer-to-peer referral into MOVE, and the group work which has become self-sustaining, are important in helping beneficiaries to build a support network, maintain their stability and/or improve their wellbeing.

"Our 1:1 approach really worked for nervous beneficiaries. It helped them to develop networks, skills and confidence".

"The individual benefits of MOVE cannot be underestimated. People have transformed their lives".

"MOVE was a gamechanger for the beneficiaries we've seen. We've been allowed to support people, sometimes slightly out of our original remit, to help people take steps forward. Some of them had been put back years, and had increased anxiety and social isolation [as a result of COVID-19]. What would have happened to them if MOVE had not been taking place?"

"As a BBO project we've all worked together to share experiences about how to support beneficiaries with individual challenges – someone else in the delivery partnership will likely have come across the same issues and has always been willing to help".

"Taking a holistic approach means providing a bed for a child so that their parents can also get sleep and have the energy to get up and go to work. This is not something you would get on a standard employability programme".

"[Name of delivery staff member] cat had a staycation with one of the beneficiaries. It was part of helping them to learn responsibility. They then got their own cat in the end. In what other employability programme could you lend someone your cat?"

3.2 ACHIEVEMENTS AGAINST OUTCOME TARGETS

The table below has been completed by the lead partner and shows MOVE partnership performance against the targets agreed with the funders.

	Stretch target over 7 years	Project outline target over 7 years	Actual by end June 2023
Total number of beneficiaries	1450	1233	1219
Number of men	725	616	630
Number of women	725	616	586
Number of beneficiaries with other Gender status (no targets)	0	0	3
Number who are unemployed, including long-term unemployed	664	565	726
Number who are economically inactive, including not in education or training	786	668	493
Number who are aged 50 years or over	325	276	266
Number with disabilities	708	602	593
Number from ethnic minorities	105	89	41
Number who move into education or training on leaving	181	154	163
Number moving into employment, including self-employment, who were unemployed when joining the project	148	126	213
Number moving into employment, including self-employment, or active job-search, who were economically inactive when joining the project	252	214	159

In Phase 1 (Years 1-3) the funders set outline targets (a base case) and stretch targets (a better case scenario). In Year 5 (Phase 2) the funders removed the outline targets and asked all BBO projects to focus on achieving

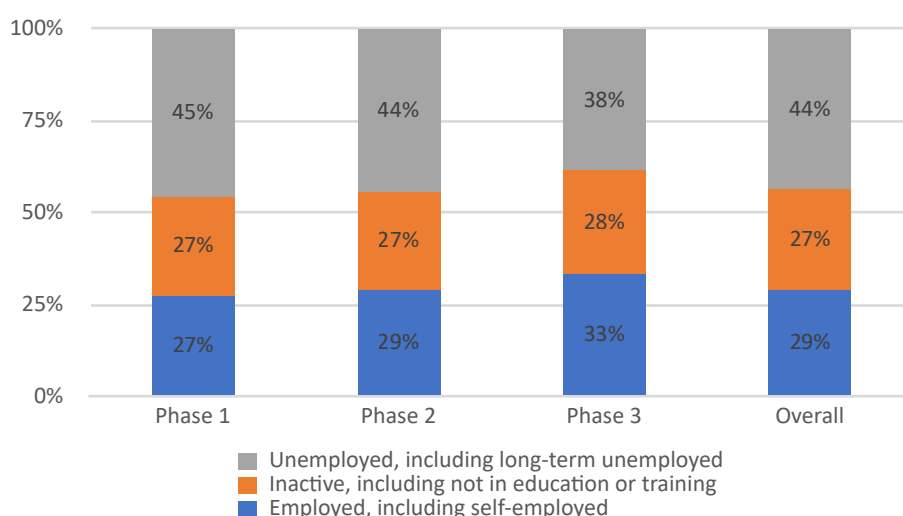
their stretch targets. In Phase 3 the funders no longer separated out economically inactive and unemployed beneficiaries, making it harder to report these individually.

The figures show how MOVE exceeded its stretch targets for the number of unemployed people moving into employment (+65 beneficiaries). The project exceeded the outline target for the number of people moving into and the number of people moving into education or training on leaving (+9 beneficiaries) but did not meet the stretch target (by 18). MOVE did not meet the outline or stretch targets for the number of people who were economically inactive when joining the project moving into employment – proportionally, fewer economically inactive beneficiaries participated compared to those who were unemployed. The stretch target aimed for one-third of all economically inactive beneficiaries to exit into employment – and although MOVE supported 493 economically inactive beneficiaries (against a stretch target of 786), 32% were exited into employment.

3.3 DESTINATIONS ON EXIT - AND THE EMPLOYMENT AND LEARNING OUTCOMES ACHIEVED

Of 1,219 people who enrolled on MOVE, 353 (29%) entered employment or self-employment which was a strong outcome for an employability project targeting those furthest from the labour market. 333 (27%) beneficiaries were inactive on leaving, and 533 (44%) were unemployed. As graph 3 shows, the proportion entering employment varied from 27% to 33% over the different phases of delivery. Phase 3 saw the highest proportion of beneficiaries entering employment, which is thought to be related to strong recovery in the labour market following the COVID-19 pandemic.

Graph 3: Outcomes for MOVE Beneficiaries by phase of delivery (%)



In addition, 14% (168) of beneficiaries moved into education or training when they exited. In April 2020, and again in May 2023, VCS and the evaluators carried out an analysis of the learning and employment outcomes achieved by exited beneficiaries.

Information about the type of employment outcomes achieved was available for 211 beneficiaries from 21 delivery partners. Of these:

- 113 were full time and 98 were part time.
- 185 were permanent and 16 were temporary/fixed term contracts. 8 people exited into apprenticeships and 2 onto work trials.
- In terms of sectors: 41 jobs were in retail; 36 in health and care; 26 in hospitality & catering; 16 in administration; 12 in cleaning; 14 in construction; 10 in transport & logistics; and 3 in agriculture. The remaining jobs were in a variety of other sectors including education, manufacturing and charities.
- All jobs were based in Greater Lincolnshire except one which was located in Hucknall, Nottinghamshire.

This information provides an insight into **the quality of employment gained, with the majority being permanent positions** providing beneficiaries with a regular income and opportunities for career progression.

Information about learning outcomes was available for 85 beneficiaries who had received support from 14 delivery partners. The level of qualification was available for 61 beneficiaries. Of these:

- 22 achieved a Level 2 qualification, 13 a Level 1 qualification, and 6 a Level 3 qualification. Two beneficiaries achieved an entry level qualification and 7 left to start a level 6 (degree level) qualification. Three beneficiaries began a traineeship and 1 a GCSE course. 7 beneficiaries participated in unaccredited training (e.g. employability, digital skills).
- Training was offered by a wider variety of providers, including MOVE delivery partners and others outside the partnership. These included Lincoln College, The Prince's Trust, Grantham College, North Lincs College and a range of other HE, FE and independent training providers.
- Where the course titles were available it was clear that these qualifications were focused around 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).

On average, beneficiaries spent 8.4 months on MOVE. Those who found employment spent less time (an average of 6.8 months) on the project whereas those who left but remained economically inactive spent longer at 9.5 months. Those who were unemployed on leaving spent an average of 8.6 months on MOVE.

As table 3 shows, there is some variation in the time spent on MOVE by beneficiaries' demography and circumstance. For example, those who were previously economically inactive spent on average almost two

months longer on MOVE than those who were unemployed, which may reflect the level of support needed by those further from the labour market. Other beneficiary groups that spent, on average, longer on MOVE included those from single adult households with dependent children, with a health condition or disability, or with a lower level of education.

Table 3: Average duration of participation in MOVE (in months), by circumstance

	Months		Months
Enrolled in Phase 1	9.6	With primary education	9.3
Enrolled in Phase 2	8.7	Lack basic skills	8.7
Enrolled in Phase 3	4.4	Homeless/at risk of housing exclusion	9.0
Female	8.6	Jobless household	8.5
Male	8.1	Jobless household with dependent children	8.9
Previously economically inactive	9.4	Single adult household, dependent children	9.9
Previously unemployed	7.7	Offender/ex-offender	8.9
With tertiary education	8.2	Health condition or disability	9.1

Employer engagement and work with Jobcentres took place at an individual delivery partner level. More structured engagement with employers – from the outset of the project – may have increased opportunities for beneficiaries.

“I worked with a lady whose confidence and self-esteem was so low when she joined the project she didn’t perform well at interviews...I approached a small business and they offered her some voluntary work. The business worked with us and the Jobcentre work coach. At the end of the voluntary placement they offered her a job. She’s been working there for 2 years and has worked her way up and is now a team leader”.

“We invited employers to come in and do mock interviews with beneficiaries. The beneficiaries all come into the office dressed up...it led to some work trials and placements too”.

“We invited employers to come and meet beneficiaries towards the end of their participation in the project. By then they’ve overcome some of the barriers they initially faced, they’ve gained relevant experience, qualifications and skills. Beneficiaries got jobs out of it”.

“We would embed employer engagement going forward. Some of us [delivery partners] have been much better at it than others. Some delivery staff have been really good at getting employers to create

opportunities for beneficiaries...and it's also provided a reality check for beneficiaries, showing what they can and cannot do and achieve".

Five delivery partners went on to employ beneficiaries once they had exited the project – some worked on MOVE and/or were costed into other projects. Many delivery partners provided beneficiaries with volunteering opportunities within their organisation.

"[Name of beneficiary] joined through MOVE and had been on the project for 6-months when he started helping with some data collection. He then started shadowing [name of delivery staff] and we now employ him and have costed him into successor projects".

"I came to MOVE as I was stuck in a rut and had only ever worked in retail. It [the project] helped me to gain in confidence and move into administration at [name of delivery partner]".

"I always put up my own barriers and didn't take opportunities and was in a lonely place. They [delivery partner staff] saved me. They helped me appreciate what I could do and where I wanted to be. They got me into volunteering. Then a job came up at [name of delivery partner] and I thought I'd never get it. And I did get it. That first time I put my lanyard on I felt like a person again".

3.4 MEASURING SOCIAL VALUE

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

In Phase 1 (Years 1-3) the social value of the project was assessed using the findings of a distance travelled questionnaire prepared by the partnership. From Year 4 onwards VCS decided to use the Pathway Outcome Star as a means of measuring the progress made by beneficiaries. Stars have been completed with beneficiaries at the beginning, during and end of their participation in MOVE – with the results loaded onto the Star Online platform by delivery staff.

The distance travelled questionnaire and Pathway Star both covered aspects such as confidence/aspirations, skills development, emotional wellbeing, health and lifestyle, home situation, relationships with friends / family, and financial stability. The evaluation team has used information from both tools and aligned them to an accredited measurement tool called the Social Value Engine (SVE). Information was analysed for a cohort of 282 beneficiaries, representing 23% of total beneficiaries to meet the stretch target.

Pathway Star measure	Proxy selected in the Social Value Engine (peer reviewed and publicly available)	Number of beneficiaries reporting a positive outcome, Years 1-7
Skills	Value of undertaking a part time course for work	25
Stability at Home	Cost of family therapy	589
Money	Average cost of a personal development course	354
Healthy Lifestyles	Average Spend on Social Activities	236
Emotional Well-Being	Improved Mental Health	375
Family and Relationships	The value of feeling more confident in being with family and other people as a result of taking part in an adult learning course	236
Friends and Connections	Annual value attributed to change to seeing friends and relatives most days from once or twice a week	425
Confidence Aspirations	Value to an individual of moving from unemployment to a secure job	579

Each of the Pathway Star outcomes and financial proxies identified were then adjusted to take account of:

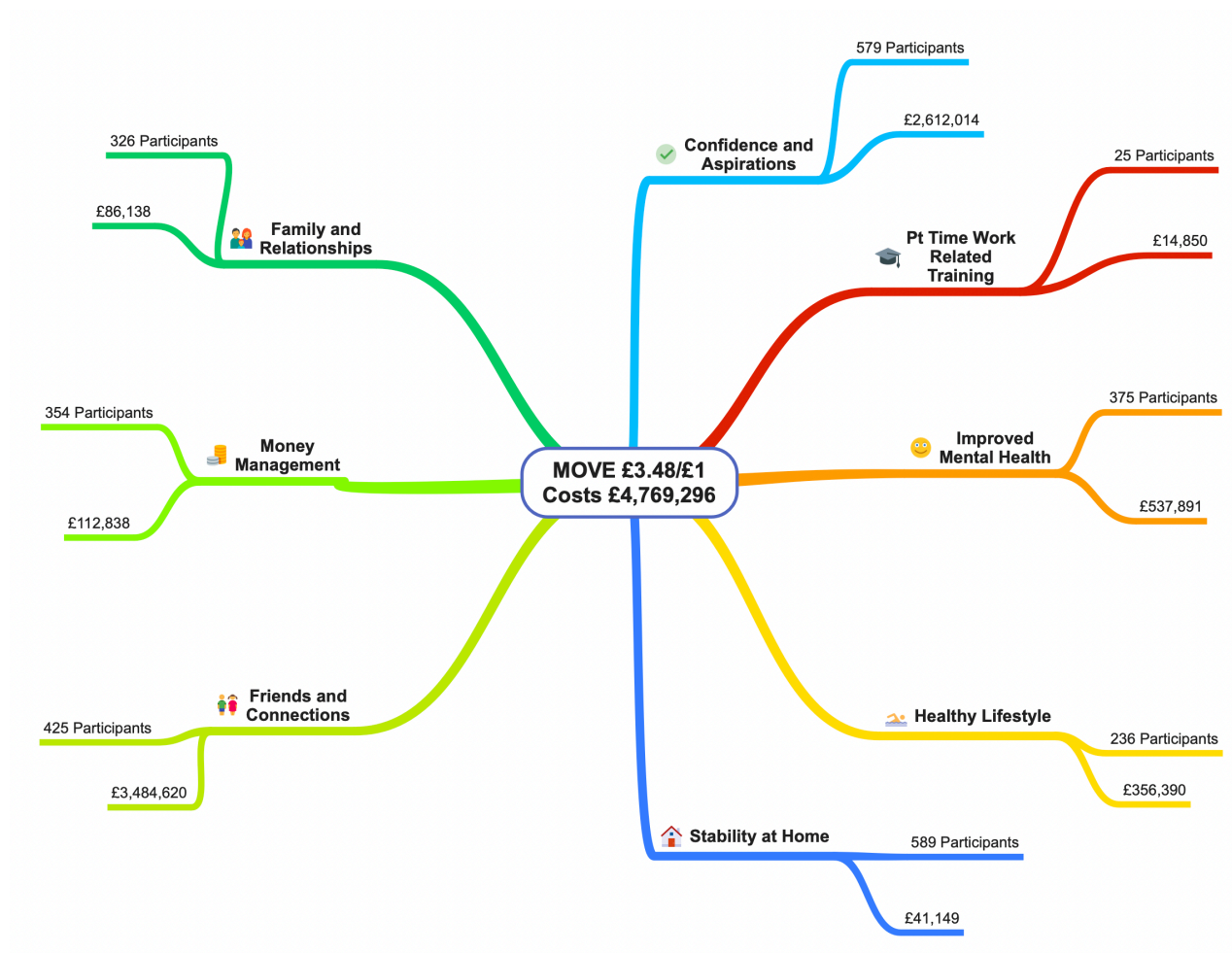
- *Deadweight*: what proportion of the outcomes would have happened anyway, without MOVE? An analysis of the distance travelled questionnaire and Pathway Star records suggest this figure is 25%.
- *Attribution*: what proportion might other organisations/activities have contributed to these outcomes? An analysis of beneficiary journey mapping suggest this figure is 50%.
- *Drop off*: what proportion of the outcomes will deteriorate over time? An analysis of the distance travelled questionnaire and Pathway Star records suggest this figure is 20%.
- *Displacement*: have any activities or services been displaced as a result of the project? As MOVE had a distinctive offer to other, existing employability provision, and was not a competitive project, this figure is 0%.

The table overleaf shows how the domains in the Pathway Star have been aligned to the SVE, and how these deflators have been applied:

Output Title	Outcome	Proxy	Qty	Yrs	Unit	Value	Leakage (%)	Attribution (%)	Deadweight (%)	Displacement (%)	Drop-Off (%)	Impact £
Emotional Well-Being	5b. Improved health and well-being for local residents	Improved Mental Health	375	3	per person	3825	0	50	25	0	20	£537,891
Skills	7e. Skills development and improvement for residents and workers (including migrant workers)	Value of undertaking a part time course for work	25	3	per person	1584	0	50	25	0	20	£14,850
Healthy Lifestyle	5d. Improved access to public, private and consumer services for local residents	Average spend on social activities	236	3	cost per household per year	4027	0	50	25	0	20	£356,390
Friends and Connections	Reduced social isolation for community members	Annual value attributed to change to seeing friends and relatives most days from once or twice a week	425	3	cost per person, per year	21864	0	50	25	0	20	£3,484,620
Money	7e. Skills development and improvement for residents and workers (including migrant workers)	Average cost of a personal development course	354	3	cost per person	850	0	50	25	0	20	£112,838
Family and Relationships	Learning and training for people to enter and progress in work	The value of feeling more confident in being with family and other people as a result of taking part in an adult learning course	236	3	cost per person	973.31	0	50	25	0	20	£86,138
Confidence Aspirations	7e. Skills development and improvement for residents and workers (including migrant workers)	Value to an individual of moving from unemployment to a secure job	579	3	cost per person	12030	0	50	25	0	20	£2,612,014
Stability at Home	Improved mental health	Cost of family therapy	589	3	cost per family	186.3	0	50	25	0	20	£41,149

The net value of these impacts at their present value [i.e. discounted following HM Treasury norms over 3 years] were divided by the cost of running the project £4,769,296. Whilst it might be deemed in some quarters that the two values of £14,850 for skills and £41,149 for stability at home are too small to be material we believe on the basis of their significance to individual participants they should still be included in the analysis.

Dividing the net social value delivered for the beneficiaries by these input costs shows that ***MOVE delivered £3.48 of social value for every £1.00 invested***. HM Treasury guidance on cost benefit analysis, which provides the foundations of SROI, identify a ratio of 1:2 as acceptable, and over 2 as good; therefore MOVE is generating a good level of social value. This information is summarised in the wiring diagram overleaf.



3.5 INDIRECT BENEFICIARIES

"MOVE takes a family approach. We had a mother and daughter that we supported together. A feature of MOVE has been how other family members have received support together or how beneficiaries have encouraged their family, friends and neighbours to engage with MOVE".

"No one is on the scrap heap and people on MOVE have turned their lives around and the project has made a huge difference. It's had an impact on the families of beneficiaries too as it's changed their mindset".

MOVE supported beneficiaries to overcome a wide range of practical, emotional, physical, financial and educational issues. This not only benefitted them, but had a wider benefit to their family or household. Some specific examples from delivery staff include:

"We were able to support him [name of MOVE beneficiary] to get a grant to get his cooker replaced. His partner has cancer and we could see the massive financial impact this was having on the family. They gave us permission to share their information with other services and that led to them getting other support, including in their local community".

"We put a shout-out on Facebook and managed to get a family a washing machine, a fridge, a sofa, lamps and coffee table – all gifted and delivered in one weekend. It helped put the beneficiary in a better position to job search as well as helping the family to have somewhere to sit and be together."

Some examples from beneficiaries include:

"I had qualifications and work experience but I was really struggling to help my child with mental health issues and suicidal tendencies. [Name of delivery partner] helped me to access mental health support for him, and for our family, which will help me move forward and look for work".

"I have caring responsibilities and nothing was in place to help me. They [name of delivery partner] helped me to get an assessment [for the person I am caring for] and to take-up benefits which is really helping with the family budget".

Key Points

- The overarching and individual journey maps offer insights from the people supported by MOVE. They indicate the life and employability barriers that individual's face – and how these need to be addressed or mitigated before people can move forward.
- A beneficiary's family or household may also have indirectly benefitted from MOVE. The partnership and helped beneficiaries and their dependents to access other support (e.g. benefits take-up, housing, carers support, mental health services).
- Almost a third (29%) of MOVE beneficiaries found employment or entered self-employment, which exceeds the 22% target for the project and demonstrates how it has supported those furthest from the labour market to enter or re-enter work.
- Information about the type of employment outcomes achieved was available for 211 beneficiaries from 21 delivery partners. Of these, 113 were full time and 98 were part time. 185 were permanent and 16 were temporary/fixed term contracts. 8 people exited into apprenticeships and 2 onto work trials. All jobs were based in Greater Lincolnshire except one which was located in Hucknall, Nottinghamshire. This information provides an insight into the quality of employment gained, with the majority being permanent positions providing beneficiaries with a regular income and opportunities for career progression.
- Information about learning outcomes was available for 85 beneficiaries who had received support from 14 delivery partners. The level of qualification was available for 61 beneficiaries. Of these, 22 achieved a Level 2 qualification, 13 a Level 1 qualification, and 6 a Level 3 qualification. Two beneficiaries achieved an entry level qualification and 7 left to start a level 6 (degree level) qualification. Three beneficiaries began a traineeship and 1 a GCSE course. 7 beneficiaries participated in unaccredited training (e.g. employability, digital skills). Where the course titles were available it was clear that these qualifications were focused around 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).
- Beneficiaries spent an average of 8.4 months on MOVE. Beneficiary groups that spent the longest time participating in the project included those from single adult households with dependent children, those with a health condition or disability, or with a lower level of education.
- Analysing distance travelled data and aligning this information to the Social Value Engine reveals how MOVE has delivered £3.48 of social value for every £1.00 invested.

4. THE COSTS, RESPONSIVENESS AND EFFECTIVENESS OF MOVE

This section of the report shows how much funding was spent delivering MOVE, and the additional activities delivered through the project.

4.1 HOW MUCH FUNDING WAS DRAWN DOWN

The table below has been completed by the lead partner and sets out project expenditure across all Years:

Budget headings		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Direct costs	Staff costs (including employers NI and pension contributions)	518,150.90	583,891.47	617,129.88	574,944.15	548,678.31	581,000.09	448,900.34
Other direct costs	Staff expenses (e.g. travel, allowances)	12,670.74	20,320.79	20,852.66	19,874.09	8,877.30	14,932.00	11,842.95
	Consumables – such as stationery and software	21,062.16	24,924.87	22,845.09	6,855.13	3,651.22	3,508.52	5,491.06
	Venue hire	7,335.10	12,175.53	9,502.20	9,374.65	8,095.50	11,122.72	9,595.90
	Equipment	13,531.40	10,892.29	3,373.17	9,684.32	3,793.04	2,480.41	1,486.73
	Beneficiary costs (e.g. expenses, childcare)	2,957.22	11,245.90	13,451.71	4,949.64	4,409.94	10,937.12	10,165.22
	Beneficiary allowances	8,778.83	20,250.48	40,933.13	12,440.09	17,639.01	9,057.53	483.99
	Marketing and promotion				92.39	527.71	390.31	0.00
	Monitoring and evaluation	5,233.33	8,112.50	11,000	17,582.60	10,996.99	10,752.00	17,282.00
	Storage of evidence and data				10,080.00	10,080.00	10,080.00	15,512.00
	Consultant and sessional staff costs				21,459.17	21,466.29	10,501.44	7,536.31
Flat rate indirect costs (15% of direct staff costs)						82,301.80	87,150.25	60,585.38
Total costs		589,719.68	691,813.83	739,087.84	687,363.22	720,517.11	751,912.39	588,881.84

In Phase 1 (Years 1-3) MOVE spent 96% of the funding it requested. The small under-spend was carried forward to Phase 2. In the first 3-years of the project fewer beneficiaries than anticipated claimed support with their travel expenses, childcare and caring costs. Delivery staff suggested the lower take-up may have been related to the use of family members, the delivery of the project in local communities and/or 15 and 3-hour free childcare provided by the Government.

In Phase 2 (Years 4-5) there was a reduction in staff expenses (e.g. travel costs), and an increase in equipment. This is because COVID-19 led delivery staff to move to home working. Four delivery partners also furloughed delivery staff during lockdown periods. VCS allocated the under-spend over Years 5 and 6, to running centrally funded cross-partnership activities, buying in external contractors to provide beneficiaries with specialist support, and to pilot activities which filled gaps in the main MOVE project.

The decision making process for allocating funding to pilot projects and cross-partnership activities took the following factors into account:

- The track record of the delivery partner.
- Their performance on the MOVE project – were they on track with beneficiaries, budget and spend?
- Was there a need for the activity – and how would it benefit MOVE beneficiaries?
- Could it be delivered across the partnership and across Greater Lincolnshire?
- Was the activity accessible to beneficiaries (i.e., how, where and when it would be delivered)?
- How much funding was required – and did it offer value-for-money?

In Phase 3, Year 6 costs increased for staff expenses, venue hire and beneficiary costs compared to Year 5 (Phase 2). In Year 7, expenditure across many of the budget headings reduced due to beneficiaries being exited from the project, staff being redeployed within delivery partner organisations and/or securing other employment, and less events and activities taking place. Expenditure on the storage of evidence and data, and on monitoring and evaluation, increased in line with project closure processes.

Over the 7-Year period delivery partners have been paid for delivery rather than results or outcomes. This gave delivery staff the opportunity to innovate, and to deliver at a pace that best fitted individual beneficiaries.

“It was a big change for delivery partners early on to change their mindset from hitting targets and outputs to providing the longer-term intensive support that was needed by beneficiaries”.

“There has been system learning across the partnership. We have moved away from output funding and followed a person centred approach in the expenditure. Delivery partners have been paid for their delivery, not for their results. We’ve look at the outputs targets of individual partners and have spread these across the partnership which means partners have not felt pressurised”.

Throughout MOVE, delivery partners have offered the following perspectives on managing the project budget and ensuring value-for-money:

- Some delivery partners reviewed their MOVE budget on a monthly basis, and some held quarterly finance meetings – bringing together those who were delivering on the project with staff from across their organisation to review progress. *“We have a regular quarterly meeting to look at the budget...it makes you think, and it’s important to know where you are with spend”. “We have a monthly meeting with the budget holder and we review our current spend and planned spend. Sometimes we refer spend to VCS for review first”.*
- The partnership procured activities that best met beneficiary needs – the focus was not on the number of quotes gathered, but selecting the quote that would meet the needs of the project. *“This isn’t about cheapness but about quality and the outcomes the investment will lead to”.*
- It is difficult to estimate a ‘cost per beneficiary’ from spend data, and more important to look at spend in relation to the outcomes beneficiaries have achieved and/or have they have progressed on their employability journey. *“It’s about individual results and what you spend is so different between beneficiaries and down to the individual...we bought one beneficiary a backpack and to him that was like gold dust and it was new and they took care of it and they brought it with them to meetings and interviews”. “We offer pre-entry support through MOVE which means when they do go onto courses they pass them because they’re ready for the course and we can see their progression”.*

4.2 PILOT ACTIVITIES

In September 2020, an under-spend during COVID-19 was reallocated to a central funding pot. This money was to support cross-partnership activities. In Year 6 funding from this pot supported three pilot activities.

a) Financial inclusion

This pilot was jointly delivered with the Financial Inclusion Partnership (FIP) with additional financial support provided by Lincolnshire County Council. A financial inclusion coach was recruited by KTR Consultancy Services (MOVE delivery partner) to provide one-to-one support and training for MOVE beneficiaries. Two courses were produced (utilities and cost of living) – and were delivered using a hybrid delivery model (face-to-face in Boston and virtually). Some of the topics the coach covered changed in response to the external environment (i.e., concentrating on household bills including energy rather than savvy shopping). Some beneficiaries were also referred on to formal debt advice and/or other support services.

“The courses have been tweaked so modules can be bolted together. One-to-one support rather than courses have been more popular when talking about money”.

"You could include money group work in a future project but only where the group is already formed so they already know each other and are sharing information. That would work well 8-weeks in. The [money] subject matter is really important; it's about finding the right way to deliver support to groups".

b) Digital skills

The ability to use digital devices and access online services is an important part of everyday life. MOVE paid for laptops and/or one-to-one training sessions on various topics (including but not limited to): using a device, online basics/internet skills, online safety and security, emails, accessing services online, MS or Google docs and CV writing/updating your CV online. This support was delivered by Lincs Digital who helped 40 MOVE beneficiaries to get online for the first time, and to gain the skills and confidence to stay online. Lincs Digital offers digital champion training so beneficiaries were able to volunteer to help others improve their IT skills. Beneficiaries also received training to become anti-scamming digital champions and/or participated in the NHS digital champions programme.

"We've embedded digital into the core MOVE project. Some of it has been face-to-face but it has also been virtual".

c) Basic / functional skills

Two of the MOVE delivery partners [Abbey Access Training and VCS] established the Sleaford Learning Hub. The Hub provides pre-entry maths and English support. The Hub also provides a wellbeing session and runs a weekly Reading Club. The Hub encouraged MOVE beneficiaries to enjoy reading from a wide range of texts in a relaxed, informal atmosphere. Match funding was received from Lincolnshire County Council.

"The pilot had a high staff to learner ratio which meant every beneficiary received tailored support and did not have to wait for one member of staff to work through everyone in the room".

"There was a lack of provision there [Sleaford and North Kesteven] and there have been so many referrals into non-accredited functional skills, maths and English provision...how do we manage demand and build capacity? We need another tutor and more resources".

VCS was successful in their application for Multiply funding, and Abbey Access Training secured funding from Lincolnshire County Council to deliver accredited literacy and numeracy courses, as well as wellbeing courses – this ensures the Hub can continue to provide residents with free numeracy and literacy courses in Sleaford to help them at work and in everyday life.

Across Lincolnshire, VCS and 8 delivery partners have been awarded £176,000 initially from Lincolnshire County Council's Multiply fund (part of the UK Shared Prosperity Fund) to deliver a 'Learn Your Way' project

over a 6-month period, £192,400 to deliver over Year 2 and the option to bid for a third year in 2024-2025. In the first year, 222 learners participated in this project.

“The course [Maths by Stealth] is delivering informal learning opportunities...gardening, baking, budgeting...to get people ready to go into the classroom and move into accredited learning”.

“We’re looking at how this project can reach people who do not traditionally engage with adult learning or mainstream providers...but the funding is shaped around an adult learning model rather than the MOVE holistic delivery model”.

Between Years 4 and 7, a Policy Thinking and Shaping Group set up by the partnership collated best practice and shared learning across the project. The group identified the following operational good practice emerging from the pilot projects:

- **Blended funding:** the pilots were supported by a mix of MOVE and public sector finance and resources.
- **Delivery model:** the pilots offered a mix of face-to-face and virtual support to enhance and wraparound the life support offered elsewhere in the MOVE project (e.g. helping beneficiaries to get online, manage money and debt, improve their reading skills). Some pilot projects also offered group activities.
- **Referrals:** the pilot projects led to new agencies to signpost people to the main MOVE project.
- **Links to main project activities:** the pilots were designed to address gaps identified by the partnership. This support was made available to beneficiaries from across Greater Lincolnshire.

Key Points

- Total project costs are in line with those forecast. In Phase 1 these costs were £2,020,621.30; in Phase 2 £1,407,934.30; and Phase 3 £1,340,794.20. The overall project cost across all 3 Phases was £4,769,349.80.
- There was a slight under-spend in Phase 2 as a result of COVID-19 which was allocated to pilot projects. In Year 6 the partnership delivered pilot projects focused on financial inclusion, digital skills and basic/functional skills. VCS and delivery partners have sought external monies to match the MOVE funding allocated. Pilot activities addressed gaps identified in the main MOVE project.
- Some delivery partners secured new funding to ensure pilot activities and/or part of the main MOVE project are able to continue in a reduced form beyond Year 7.

5. THE SYSTEMS AND PROCESSES MOVE HAS IN PLACE TO SUPPORT THE PARTNERSHIP

This section of the report highlights how the partnership worked collectively to implement procedures and practices to deliver the project.

5.1 SYSTEMS AND PROCESSES

Over the last 7-years the MOVE partnership used a CRM system called 'APTEM' to record and monitor information about each beneficiary. APTEM was originally developed for Department for Work and Pensions (DWP) Jobcentre programmes.

VCS used this CRM system to *monitor the performance* of each delivery partner against their targets. VCS also used APTEM to monitor the *geographical spread* of the project (by beneficiary postcode) and to 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 was also monitored to see if delivery partners were targeting too narrow a demographic (e.g. more males than females; or more economically inactive than unemployed).

Operationally, the information that each delivery partner entered onto APTEM was used by VCS to undertake *in-depth partner and beneficiary file checks* (i.e., to identify any gaps, check the data and internal quality assurance procedures). A compliance file check was undertaken with all delivery partners each quarter.

VCS provided initial and ongoing support to delivery staff on how to use APTEM. This included YouTube tutorials and one-to-one meetings with delivery staff; and group training sessions– with a separate testing area of the site for delivery staff to practice what they had learned.

These project systems were underpinned by regular communication and information sharing between VCS and delivery partners. This included:

- A dedicated website where delivery partners could download document templates and access the forum area. The website contained information about the project, a list of all the delivery partners, and key contacts for people/organisations looking for further information.
- A partners handbook was produced by VCS – this contained information about all of the delivery partners, the geographic area they cover, their MOVE offer, information about cross referrals and contact details.
- VCS produced a MOVE newsletter every 2 weeks. This was circulated to the partnership and contained 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 lockdowns this became a weekly newsletter.

- A quarterly partnership monitoring meeting was held – this helped delivery partners link their beneficiaries into other support, and helped delivery staff to make connections within and beyond the MOVE partnership, building their internal capacity and expertise.

In Phase 1 (Years 1-3) VCS developed a distance travelled questionnaire for delivery partners to use with beneficiaries. In Phases 2 and 3 (Years 4-7) this was replaced with the Pathway Star. VCS delivered individual and group training, and produced a 'how to guide' to support delivery staff to load results from the Pathway star questionnaire onto the Star Online platform.

Within some delivery partner organisations the people writing the bid (pre Year 1) and those staff delivering the project (between Years 1 and 7) were different. In some cases delivery staff had to secure additional admin support from within their own organisation to assist them to implement project systems and processes.

VCS provided additional admin resources to 12 delivery partners in Phase 1 and Phase 2 of the project – this not only ensured compliance but also freed up delivery staff time to support beneficiaries. This led VCS to put a 1.5 full time role in place to assist the partnership with finance and compliance. An additional 21-hour a week project officer post was also created (from Year 5 onwards) to support VCS and the partnership with compliance administration. All BBO leads running projects in Greater Lincolnshire reported needing to allocate more time and spend on administration, finance and compliance than they had estimated in their original project plans. The funders were flexible in reviewing a business case and allowing funding to be moved between budget headings for admin staffing to be increased.

"Similar projects to MOVE have been below target or handed it back because of the admin burden. We [MOVE] differ because we've taken a partnership and more holistic approach including referrals, partnership meetings, reviewing caseloads and seeing where we've added value, and by using the findings of the external evaluation".

In successor projects delivery partners suggested strategic and operational staff be involved in estimating the resources and costings required to deliver the project. Changes to funder requirements over the 7-Year period also placed additional requirements on VCS and delivery partners.

Strategically, MOVE has been one of three Building Better Opportunities (BBO) projects operating across Greater Lincolnshire. VCS worked with other BBO project leads to streamline paperwork. This ensured delivery partners on MOVE, and involved in other BBO projects, used the same forms, leading to efficiencies in systems and paperwork.

At the end of Phase 3 delivery partners highlighted the amount of work undertaken by VCS to provide the processes and systems necessary to run the project.

"We would like to thank the team from VCS for their support, patience, and help to make the project a success – thank you, but we won't miss APTM!"

"The support from the VCS team has been excellent...We may not always have said it or thought it, especially during quarterly returns and with some of the finances, but we have appreciated everyone's input and support".

"A lot of time has been spent on administrative processes and reporting – it could have detracted from individual support, but we haven't let it".

"We are proud of the work completed on ensuring our paperwork was of a great standard for the handover of files [to VCS]".

5.2 ADDED VALUE OF COLLABORATIVE WORKING

Partnership working

"The MOVE project has been a bit of a rollercoaster, but has also been the mainstay of the [delivery partner] organisation through a period of significant change and development...MOVE has been a pillar of support, and knowing that we had the work and the income from MOVE has meant that the organisation has kept afloat. It has led us to bring in specialist staff, develop new ways of working, and linked us to partners who we wouldn't normally work with".

Delivery staff were asked if being a delivery partner on MOVE had benefitted their organisation. Their responses covered the following themes:

- MOVE had enabled them to work with a new client group and/or deliver in a new geographical area.
- They built relationships with staff and organisations across the partnership. Delivery partner meetings were highlighted as providing opportunities for the partnership to come together to share operational challenges, best practice and learning.
- Delivery staff had access to training opportunities – including accredited courses (e.g. Mental First Aid, safeguarding) and unaccredited CPD courses (e.g. time management, coaching and people management).
- Some delivery partners have embedded the use of Outcome Star and other monitoring and evaluation systems into other projects they deliver.
- Delivery partners were able to access other non-MOVE support for beneficiaries from organisations within the partnership (e.g. money advice, IT skills, equipment).
- The ability and flexibility to deliver pilot activities to test and trial new, innovative delivery.

- Building external working relationship with statutory sector bodies (e.g. local authorities, DWP Jobcentres, health providers) and other voluntary and community sector organisations.
- Taking the learning from MOVE to inform other, future projects. For example, the decision for BGU to take on the Library on the Ermine founded in the desire to improve opportunities for community engagement across Lincoln. Consequently, the Library is now a Community Hub, proving space for other organisations/ community groups to use. MOVE has led Boston College to work with VCS to jointly deliver work at the Learning Hub in Sleaford.

“It [MOVE] has allowed us to have a much larger presence in Lincoln and Lincolnshire as our footprint prior to MOVE delivery was relatively small”.

“This [MOVE] has been a has been a good opportunity for all those delivering, either directly to beneficiaries or through providing administrative or other support...MOVE gave me a valuable chance to build on existing management skills through an externally funded project. In turn, this also brought experience of delivering an ESF and National Lottery funded programmes into the wider team...MOVE also enabled us to build stronger partnerships and relationships with other delivery partners and other community based organisations. An outcome of this was improved referrals, meaning we were able to help those who actively wanted support”.

“The project has enabled the charity to connect more extensively with external third sector agencies and organisations and enabled collaborative working”.

Cross-cutting themes

At the outset of the project, VCS and the partnership developed action plans for the funders two cross-cutting themes: (i) sustainable development, and (ii) gender equality and equal opportunities.

Delivery partners implemented the sustainable development theme through the use of public and community transport schemes, by recycling and reusing materials, and by working with beneficiaries to improve the local environment. During COVID-19 (Phase 2) the travel undertaken by delivery staff and beneficiaries reduced and support was delivered virtually/online, by distance learning and/or through telephone, email and text. Some delivery partners continued with a blended delivery model of face-to-face and online support in Phase 3.

Some more innovative examples of sustainable development from across the partnership include:

“We set up a walking bus and pick beneficiaries up on our way to the site. It’s really good as it provides beneficiaries with time to chat to each other”.

We encouraged beneficiaries to come on their bikes and we installed some racks so they could store them securely”.

“We’re using recycled bricks in some of our learning and training courses”.

“We started an allotment and that wasn’t part of our original plan but the beneficiaries wanted it. We took a jungle and the beneficiaries put up a fence using fallen down branches”.

Some delivery partners are continuing with the sustainable development processes they put in place for MOVE.

“We have continued to follow a policy of purchasing environmentally friendly items and recycling all paper, card and printing cartridges”.

“We no longer print documents if not needed and we use shared drives to access documents”.
“Providing support in localities close to people reduces travel. Where possible, we encourage participants to take public transport and use expenses to cover this”.

“Throughout MOVE we have shopped locally wherever possible, and this has continued after the project. We have made a commitment to use sustainable products where we can”.

Delivery partners implemented the equality theme by considering the different needs and challenges beneficiaries faced. This included a consideration of how people would find out about MOVE and the specific support those furthest from the labour market would require.

Delivery partners went into local communities rather than expecting people to find the project. Ensuring MOVE was accessible so people could participate close to where they live, or take public transport to get support was important – particularly for beneficiaries with caring responsibilities and/or disabilities.

VCS organised training sessions for the MOVE partnership covering the Disability Confident Scheme, GDPR and LGBTQ+ issues.

“How people identify themselves has been a new thing and during lockdown identity has been really important. Some people do not identify as male or female or are moving genders”.

“We have found asking beneficiaries to explain their terminology to us has been really empowering for them”.

Once again, delivery partners are continuing with the equality processes they put in place for MOVE.

"We have developed new ways of working to provide support and referral for people experiencing anxiety, mental health needs".

"We now have a much better understanding of the need for flexible support as often there are funding parameters put on support projects such as age which greatly restricts the support available to those that need it most if they don't fit in a funding tick box. With this in mind we have looked at this [MOVE] approach and applied it to our future funding opportunities to ensure we are providing a well-rounded support offer inclusive of all ED&I groups".

Delivery staff shared 'hints and tips' on how cross-cutting themes could be embedded in future projects:

- Consider the themes regularly. *"Keep it on the radar, keep an eye on them. If it lifts off the radar then you stop thinking about them".*
- Build in flexibility as the external environment in which your project is operating will change.
- Empower beneficiaries to implement themes. *"It's about being there for them and not setting out to do it in a particular way".*
- Target your marketing to reach specific beneficiary groups. *"We did generic marketing at the beginning and we would target the marketing next time to reach people with disabilities".*
- Share information across the delivery partnership and externally. Ask for support from other organisations with specialist skills and expertise.
- Consider sustainability and legacy as you are implementing the themes – how will the activities be self-sustaining beyond the funding?

MOVE operated as one project (as a whole) rather than individual parts (each delivery partner). Beneficiaries were able to seamlessly access MOVE activities, and wider wraparound support, from across the partnership. This ensured beneficiaries received holistic and integrated support.

The partnership has been key to the success of MOVE:

- The project has built the internal capacity of delivery partners, particularly smaller VCS organisations, to participate in partnership projects.
- The project has taken a 'test and learn approach'. This led some delivery partners to work with a new cohort of beneficiaries, to deliver new activities, to operate in a new geographical area or deliver pilot activities.
- VCS has treated all delivery partners equally, regardless of size, location or their delivery offer. This has ensured an equality and flatness in how the partnership operated.
- The project has led to other partnership working between delivery partners outside of MOVE, and to them generating other funds to deliver other activities.

5.3 PROJECT CLOSURE SUPPORT

In Year 6 VCS appointed a member of the MOVE project management team to lead on project closure.

They produced a project closure checklist for the partnership: a living document with a set of steps and timescales for delivery partners to follow in Years 6 and 7. The checklist covered areas such as finance, branding, administration, file storage, and communications.

VCS secured additional office space to store partners' files securely, and as a base where the VCS MOVE team could work on processing all end of project paperwork before it was archived.

VCS visited delivery partners throughout Years 6 and 7 to review all beneficiary files with delivery staff. This also involved cross-checking file information with the data logged on APTEM. VCS used these visits to ensure compliance and to obtain more information from delivery partners about successor projects and funding.

Key Points

To ensure MOVE fitted together as one whole project, VCS and delivery partners agreed and set up common systems and processes to implement the project.

- They used a software package called APTM as a CRM [customer relationship management system] to log information about all of the beneficiaries that participated in MOVE.
- They used the Pathway Star and Star Online platform to record 'distance travelled' information on beneficiaries.
- VCS organised quarterly partnership meetings. These brought all delivery partners together to review performance, share learning and troubleshoot any emerging issues in real-time.
- VCS carried out quarterly monitoring meetings with each delivery partner, and put a compliance process in place to check spend and beneficiary records.
- VCS provided additional administration support to some delivery partners to assist them with their reporting and compliance monitoring.
- The partnership implemented the cross-cutting themes in new and innovative ways. COVID-19 and cost-of-living pressures led delivery staff to support beneficiaries in ways that used resources more sustainably and in ways that ensured beneficiaries had a key role to play in how the project operated.
- VCS put a checklist and series of visits in place to support delivery partners with project closure processes.

6. SHAPING THE FUTURE EMPLOYABILITY AGENDA

This section considers how MOVE has connected with other employability, skills and workforce initiatives – and what learning and practice can be taken from the project to inform future investment opportunities.

6.1 FIT WITH EXISTING AND EMERGING PROGRAMMES

Across the Greater Lincolnshire Local Enterprise Partnership (GLLEP) area, two other BBO programmes operated alongside MOVE:

- **Engagement into Learning** – this project provided learning opportunities to people who were out of work in order to help them acquire skills, knowledge and competencies that will help them move towards and into employment. The project was particularly focused around providing practical skills and learning such as literacy, numeracy, health and wellbeing and thinking skills.
- **Steps Forward** – this project supported people who were economically inactive, providing more in-depth and longer-term support to tackle the significant barriers participants faced.

Other ESF programmes that operated across Greater Lincolnshire alongside MOVE included:

- **Skills Support for the Unemployed (SSU)**: this aimed to up-skill, qualify and retrain candidates to fast-track them towards employment or further training opportunities. In Greater Lincolnshire, the programme was delivered by People Plus.
- **Employment & Skills Grant Programme**: this programme was administered by BGU [a MOVE delivery partner] and provided up to £20,000 to third sector and small organisations to run a new or innovative project to support people who were long-term unemployed or distant from the labour market.

Information about other programmes, including eligibility, how to apply and contact details, were contained in MOVE project newsletters under the 'non MOVE matters' section.

The chief executive of VCS has been a member of the ESIF Committee at GLLEP. The Committee has overseen delivery of ESIF activity, monitoring performance, ensuring local strategic aims are considered alongside national objectives, and overseeing a pipeline of proposals.

The Government's 'Plan for Jobs' is intended to help millions of people across the country who have been directly impacted by COVID-19. This is part of a recognition that those who have been out of work for long periods might need extra help to move back into employment. The **Kickstart Scheme** provided funding to

create new jobs for 16–24-year-olds on Universal Credit who are at risk of long-term unemployment. In Greater Lincolnshire BGU was a Kickstart Gateway and worked with businesses across the county to highlight vacancies.

At the 2020 Spending Review, £2.9 billion was allocated to the '**Restart Scheme**'. This gives Universal Credit claimants who have been out of work for 12-18 months enhanced support to find jobs. Jobs 22, Steadfast Training, First College Lincs and Acis Group are delivering the scheme in Boston, East Lindsey, Lincoln, North Kesteven, South Holland and West Lindsey. Participants receive up to a year's support from delivery partners. VCS and delivery partners met with representatives from DWP and providers in early 2022 to ensure MOVE worked alongside these schemes. The Scheme is due to end in June 2024.

In spring 2021, Lincolnshire County Council invited bids to deliver the UK Government's **Community Renewal Fund**. Applicants were required to support one or more investment priorities [i.e., skills, local business, communities & place and supporting people into employment]. Based on an index of economic measures three priority areas were identified: Lincoln, East Lindsey and Boston. This was one-off funding to support pilots and innovative approaches to local economic growth. Abbey Access Training (a MOVE delivery partner) submitted a successful bid to the CRF on behalf of 8 local Lincoln charities [The Network Lincoln, Developmentplus, Bridge Church, LEAP, Lincoln City Foundation, Green Synergy, YMCA Lincolnshire]. They also worked with Besa Construction, Hill Holt Wood, Lincoln Castle, Lincoln Cathedral and Millstone Restoration. 'Working and Connecting Communities' delivered support against all four investment priorities between January 2022 and December 2022. Some of the delivery partners on MOVE also participated in CRF.

In February 2022 guidance for the **UK Shared Prosperity Fund** was published alongside the Levelling Up White Paper. The UKSPF is a mix of revenue and capital funding which can be used to support a wide range of interventions under three themes: communities and place; local businesses; and people and skills. In Lincolnshire, the UKSPF is being administered by District Authorities. Each authority has produced an investment plan to unlock the funding, and is allocating this to projects up until March 2025. MOVE delivery partners engaged with Local Authorities to inform their Investment Plans. UKSPF also includes the **Multiply Programme**. This is administered by the County Council and provides easy access to numeracy courses to enable residents to improve their numeracy skills at work or in everyday life. The County Council has received £4 million and is working with 17 training providers to deliver numeracy projects until March 2023. Some MOVE delivery partners are training providers on Multiply.

"VCS has become an established and trusted lead for partnership working and bids. Delivery partners have come to us to lead other bids including Multiply and Shared Prosperity Fund".

"We've contributed to several other bids and we're going to carry on using the learning from MOVE to shape future projects".

6.2 EMBEDDING MOVE LEARNING AND PRACTICE IN FUTURE INITIATIVES

There are three structural components of MOVE that could inform future initiatives:

1. **Partnership vehicle:** MOVE has been a consortia of VCS organisations. The project has successfully increased awareness and referrals from the statutory sector including health, probation and local government, demonstrating what a VCS consortia can deliver that is complementary to, but distinct from, mainstream employability provision.
2. **Delivery partner supplier network:** delivery partners frequently described “being part of the MOVE family”. Collectively the MOVE partnership has played an important role in identifying, giving voice to and responding to the employability needs of beneficiaries in innovative and distinctive ways.
3. Beneficiary **peer to peer support** – MOVE was delivered in a way that supported beneficiaries to progress in life, increasing their mobility and self-reliance. But the project also ensured that beneficiaries were realistic about what they could do. Many of the face-to-face and virtual groups run through MOVE have led beneficiaries to keep in touch and to continue to support each other.

“MOVE has built the capacity of smaller delivery partners...it’s made them more sustainable in what has become a much tougher funding position...some have increased the number of volunteers they engage in their activities...to grow and take on more staff...to raise their profile and reach and to take on other contracts”.

Operationally, there are 4 areas of good practice from MOVE that could inform the design and delivery of future projects:

- Invest in project design. MOVE has evolved in the activities it has offered and how/where it has been delivered over the last 7-years. VCS and the partnership have been flexible in how MOVE has operated and have not been too prescriptive or fixed in the support that it provided. *“The time in the lead up to the funding being released...we spent 2-years preparing for it and working with partners. It was very clear across the partnership from day 1 that this [MOVE] was a collaborative programme”.*
- Engage beneficiaries in the co-design, delivery and governance of project activities.
- The quarterly partnership meetings, quarterly board meetings and quarterly policy thinking and shaping group ensured a real time understanding about how MOVE was performing, what was working well, emerging issues, and how the project aligned to mainstream provision.
- Commission a formative evaluation – with evaluators working alongside the project team to assist with the collection, analysis and presentation of data and evidence. This ensures the achievements of the project can be collected and shared in real-time. Hold an annual sharing and learning event to triangulate the findings emerging from the evaluation.

The MOVE partnership has identified the following gaps that successor initiatives could address:

- Providing in-depth, person centred and long-term support for people who are furthest from the labour market.
- Addressing the underlying support needs of beneficiaries (e.g. emphasis on access to counselling, learning support and basic skills). *"In-house counselling could support beneficiaries with undiagnosed conditions and needs".*
- Providing support for people in work who want to upskill, re-train and/or progress in employment. *"MOVE had some limitations. Working and delivering in an area that has issues with underemployment, rather than unemployment, as such, those who were working very few hours and would have benefitted from the project were not eligible for support".*
- The importance of investing in project animation – by allocating adequate resources for administration and support that underpins the project (e.g. marketing and promotion, collecting information on impact, partnership working).

"The challenge going forward is engaging delivery partners and potential beneficiaries in the development, governance and co-working of programmes like BBO".

"Funding is falling off a cliff. The cost of living and community issues are greater now than when MOVE started".

At the end of the project delivery staff were asked what they were most proud of achieving through the project. Their responses illustrate the role MOVE has played in supporting people on their journeys towards or into work and the outcomes they have achieved.

"Undoubtedly, it has been to see individual beneficiaries moving on successfully into whatever it is they want to do. The impartial nature of support provided through MOVE has enabled people to work through many challenges and build their knowledge, skills and self-belief, leading to desired outcomes and fulfilling dreams".

"One of the proudest moments occurred on the night of 29 July 2020 when MOVE beneficiaries, staff and actors recorded the play 'Broad Beans, Buddleia and Broken Biscuits' for broadcast on Heckington radio. This was created by, written, planned and performed by, MOVE beneficiaries during one of the most stressful periods in Britain's history, the COVID-19 pandemic. Instead of giving in to fear, stress, depression, and isolation they came together, to help each other, support each other, teach each other, to produce something quite wonderful, meaningful to them, and something unique, at one of the worst times. I was so proud of all the work they put into it, how they met the challenges, the IT glitches, the deadlines, took on criticisms, remained positive and were committed to doing it. I didn't sleep that night due to the excitement and this will forever be burned in my memory".

"We have saved lives through this project and we are so thankful that MOVE has enabled support to be provided when it is most needed. I feel that the MOVE project has reached out to people who may never have received the opportunity to engage with bespoke support, to have a voice and to be heard...possibly for the first time".

"The outcomes for people have been huge, and seeing people move forward on their life journeys has been rewarding for the whole team. This hasn't always been a full journey into employment or training, but that hasn't always been the point. This project has saved lives, and changed lives, and that is something to be very proud of".

"Not only have we have supported countless individuals into work or further education or training, but we provided much needed support to some of the most vulnerable people in our area. Many of them may have ultimately ended up in much worse situations had they not had the support available to them. We acknowledge that whilst moving into employment or education is a fantastic result, it is also not the only form of achievement. For many of our beneficiaries simply gaining the courage to attend face to face support and accepting that they need help to move forward is a huge achievement".

"The project model has enabled us to provide the bespoke support that other projects may not have been able to do and allowed the beneficiary to drive their journey as much as possible".

Key Points

- MOVE has provided a partnership vehicle, VCS supplier network and peer-to-peer support model that is shaping future initiatives.
- Some of the delivery partners engaged in MOVE are participating in other employability initiatives – e.g. UK Shared Prosperity Fund multiply funding and Rural Fund.
- The end of BBO funding is leading to gaps around supporting people who are the very furthest from the labour market (who need intensive, person-centred and long term support) and those in-work looking to progress.