

FULL BUSINESS CASE (FBC)

A. GENERAL INFORMATION

A1. General

Project Title <i>(as per Voyager)</i>	Unemployment Support - World of Work Continuation Project Full Business Case		
Voyager code	Forward Plan Ref 008379/2021		
Portfolio /Committee	Education Skills and Culture	Directorate	Education and Skills
Approved by Project Sponsor		Approved by Finance Business Partner	

A2. Outline Business Case approval *(Date and approving body)*

N/A – DWP did not implement an outline business case approval process for this specific call.

A3. Project Description

[a focussed description which shouldn't generally exceed ½ page. An FBC for smaller, simpler projects should be shorter and simpler than for major complex projects]

The aim of the World of Work (WoW) project is to improve the employability of long-term unemployed and inactive residents in Birmingham aged 25 to retirement age, (particularly those facing disadvantage from the labour market) to access and effectively move forward within sustainable employment. The aim is to deliver the project over three years, (from November 2020 to October 2023). Birmingham City Council will be the Accountable Body and lead in delivery, with other delivery partners contributing to achieve the overall project related Outputs and Results.

The project will engage with unemployed and inactive residents and work in conjunction with DWP/ Jobcentre Plus network of offices in Birmingham, National Careers Service (NCS) and community and voluntary sector partners, to target those with no or low basic skills, BAME groups, women, lone parents, people with disabilities and health conditions. The project will also target areas of high unemployment within Birmingham.

The project will work in partnership with employers and sector representatives, West Midlands Combined Authority (WMCA) to ensure that customised pre-employment training pathways are developed linked to job opportunities and the GBSLEP (Greater Birmingham & Solihull Local Enterprise Partnership) defined growth sectors.

By aligning the project with existing delivery of funded training provision through the WMCA, will enable us to forward participants onto a structured training pathway with our additional one-to-one support along the way. Participants will also be able to access basic skills provision and sector specific skills, experience and knowledge. This will enable participants to gain the maximum benefit from training and work experience opportunities with a view to moving closer to the world of work and sustainable employment.

Using our unique positioning as a local authority and our place leadership role we will maximise our employer contacts through various levers, such as Local Authority Planning powers and Procurement Policy Framework for Jobs & Skills, as well as making full use of the social value commitments captured from businesses when they sign up to our Birmingham Business Charter for Social Responsibility, (which includes a commitment around employing local unemployed people).

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A4. Scope

The project's team of Engagement Officers, (along with the delivery teams from our partners) will promote the opportunity and inspire participants to take part in training and undertake relevant and quality work experience opportunities to build up their confidence and skills.

This will enable participants to access person-centred and industry-led upskilling programmes in local community-based venues delivered via the Further Education (FE) providers.

As with our previous and current programmes, we will focus on the needs of participants, especially those:

- with low or no skills/qualifications
- who lack knowledge of the local labour market
- who are assessed to have limited skills for effective job searching
- who are deficient in experience and recent exposure to prospective employers.

We will provide a high-quality responsive service of support to improve their chances of accessing employment opportunities.

A5. Scope exclusions

The Project will be delivered within the scope of the EU eligibility guidelines and call specification within the Birmingham geography.

B. STRATEGIC CASE

This sets out the case for change and the project's fit to the Council Plan objectives

B1. Project objectives and outcomes

The case for change including the contribution to Council Plan objectives and outcomes

[bullet points will be fine]

Objectives

- The project is a direct response to the objectives as set out in the ESF call to support long term unemployed and inactive adults aged 25 and over and non-NEETs who reside within Birmingham impacting on the high levels of unemployment, which stands at 10.2% compared to a national average of 3.9% and in particular focus on areas of high claimant unemployment, which in inner city parts of Birmingham are more than 3 times the national average of 6.5%.
- The November Unemployment Update with figures for October 2020 includes the following key findings:
 - Unadjusted claimant count unemployment **across all ages** in the city increased by 950 to 81,815 in October. Claimant count unemployment is now 33,255 higher than it was in February prior to the lockdown; an increase of 68% in claimant numbers. The highest since 1987.
 - Birmingham's claimant unemployment rate **across all ages** stands at 15.3%; above both the West Midlands (9.1%) and the UK (7.7%) rates.
 - Unadjusted unemployment decreased in 9 of the 10 core cities between September and October 2020.
 - Claimant count unemployment increased in 45 of the city's 69 wards last month.
- Developing innovative engagement methods focused on providing 'a clear line of sight' for jobs and importantly careers in GBSLEP defined growth sectors including:
 - High Speed 2
 - Commonwealth Games related opportunities
 - Advanced Manufacturing & Engineering
 - Creative Industries;
 - Low Carbon & Environmental Technologies and Services;
 - Transport & Logistics;
 - Life Sciences;
 - Digital & Tech;
 - Business, Professional and Financial Services; or
 - Those where there is a significant replacement demand such as Construction and Infrastructure

and Health & Social Care.

- Using the available levers and enablers such as the Procurement Framework Policy for Jobs & Skills; Planning Protocol for Jobs & Skills; and the Birmingham Business Charter for Social Responsibility, this project will enable EAT to continue to maximise the development of training pathways, work experience opportunities, graduate placements/internships, jobs and apprenticeships. We will also maximise links to employers through our BDI Team, Inclusive Growth, WMGC, GBSLEP and Growth Hub. We will actively work with employers in those sectors where there is growth opportunity and potential despite the economic challenge Covid-19 presents. In this way the project will enable us to continue to provide the basis of a local Jobs and Skills Hub with a focus and lead on jobs brokerage engaging with employers across a range of sectors.
- EAT negotiates local employment and skills commitments from major projects and regeneration initiatives working with contractors, their supply chain and project delivery teams bringing forward a mix of opportunities including back office and site-based opportunities as well as end-use jobs once the works are completed. In addition to developments coming through the Planning Applications process major project priorities include:
 - Commonwealth Games inc redevelopment of Alexander Stadium
 - Perry Barr Residential Scheme
 - HS2 - EAT is the local authority Job Brokerage Partner to HS2 Ltd
 - Peddimore
 - Smithfield
 - Midland Metropolitan University Hospital
 - Langleigh Sustainable Urban Development
 - Ladywood Regeneration Scheme
- Development of engaging and inspirational methods to target those that have barriers to employment and have more complex needs, in particular, developing specific pathways for participants that are over 50, lone parents, people with disabilities or have health issues, lack basic skills and from BAME communities, in partnership with JCP and NCS and community and voluntary partners.
- Holistic and personalised support will be provided through the project's Engagement Officers to support participants and refer into wraparound services if required. A participant fund is also available to support specific barriers including childcare, transport and travel and other costs such as PPE, clothing etc.
- To promote inclusive economic growth by contributing towards closing the economic activity rates between the GBSLEP average and those areas of Birmingham where there are enduring, and structural issues related to unemployment and low skill levels and active participation in the labour market. The project has a 'work first' approach that will set out clear pathways into employment for participants, introducing job opportunities as early as feasible. Training pathways will be developed through the programme including sector based work academies and pre-employment training linked to growth sectors and specific employment and work experience opportunities to move people into work quickly, and equip them with the right skills and qualifications that employers are looking for, including a focus on the provision of basic skills and preparing individuals to gain basic skills qualifications for those participants that have no qualifications. 12.0% of Birmingham residents currently have no basic skills compared to 8.0% UK average. This project will focus on activities that contribute towards closing this gap.

Specific outcomes:

- Increased awareness of the labour market
- Awareness and knowledge of opportunities offered by growth sectors and labour market churn
- Increased workforce diversity
- Improved conversion rates from engagement to job entry

Further Outcomes

- BCC will work with partners who have provision in place and ensure alignment to the needs of participants and provide a programme of personalised support and entry pathways to employment whilst improving the employability of long-term unemployed people, and those

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further away from the labour market.

- Aim to remove barriers, particularly those relating to skills levels and the focus will also be targeted at groups which face particular labour market disadvantage including, those aged 50+, BAME groups, lone parents, people with disabilities and health conditions and women.
- Engage with employers and ensure that the customised pre-employment training includes aspects of work-place behaviours, ethics and values as well as an overview of the specific industry/job role. The project will support participants with additional costs such as interview clothes, PPE, childcare, transport, and subsistence where appropriate.
- Project emphasis on increasing basic skills qualifications (AEB provision) will be responding to the regional skills gaps identified within the GBSLEP Strategic Economic Plan (GBSLEP SEP), the WMCA Strategic Economic Plan, the Birmingham Skills Investment Plan, which focus on:
 - Increasing the proportion of the working age population with NVQ3+ to the national average by 2030. (GBSLEP)
 - Proportion of people qualified to NVQ4 or above will have increased to 36% to match the national average by 2030. (WMCA)
 - Number with no qualifications will have fallen to 9% to match and then better exceed the national average by 2030. (WMCA)
- UK ESIF guidance emphasises the Government's approach to promote employment as a route out of social exclusion and World of Work is in line with the importance the Government places on 'training for employers' needs.
- The focus on jobs growth sectors for training pathways and employer engagement is in line with the GBSLEP SEP targets and the ESIF strategy to focus on growth sectors and the GBSLEP Skills Action Plan has a real focus on skills training for growth sectors - the same focus that will apply in the WoW project.
- This project will also fit strategically with the national priorities of the Education Skills Funding Agency, Department for Education and Department for Work and Pensions

B2. Project Deliverables

These are the outputs from the project eg a new building with xm2 of internal space, xm of new road, etc

[again, this should be focussed, and a list of bullet points will be fine]

- 1,576 total participants will be actively engaged on the programme
- 253 of the total unemployed participants will be supported into employment.
- 140 of the total inactive participants will be supported into employment or job search
- 63 of total participants will receive basic skills training through the project.
- 79 of the lone parent participants will be supported with childcare needs, with childcare being identified as a significant barrier to engaging in training and employment for this client group.
- 536 of total participants will be in work 6 months after the end of the programme

B3. Project Benefits

These are the social benefits and outcomes from the project, eg additional school places or economic benefits.

Measure	Impact
<i>List at least one measure associated with each of the objectives and outcomes in B1 above</i>	<i>What the estimated impact of the project will be on the measure identified – please quantify where practicable (eg for economic and transportation benefits)</i>
Delivery of intensive bespoke support to the target cohorts that have multiple issues and are distant from the labour market, particularly for those that have no/low basic skills, with personalised support assisting these people into sustainable employment outcomes.	Birmingham is currently below the UK average for qualifications. The project will increase skills levels, particularly at basic levels. It will directly support 142 people with basic skills and qualifications and will therefore directly impact on the number of residents with qualifications.

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People moving from benefits into employment as a result of their increased skills levels, impacting on unemployment levels across Birmingham and individual wards.	<p>Employment has a direct positive impact on quality of life and health outcomes for people moving into employment.</p> <p>Moving someone from welfare to work could contribute towards generating an approximate basic saving of £15,042 per person per annum to the public purse with reduced benefits payments and increased tax contributions (BCC/ONS/DWP Apr 2020).</p>
Raised awareness of careers and opportunities in growth sectors; often where there are an increasing number of vacancies, opening up the career paths to a wider labour market and linking training directly to job opportunities.	<p>Wider benefits on the aspirations of residents, improving their future employability and career opportunities across a range of sectors.</p> <p>Benefits to employers who have higher qualified candidates with targeted programmes to assist them in filling vacancies where they may previously have identified difficulties in recruiting local residents with the right skills.</p>

For major projects and programmes over £20m:

Not Applicable

B4. Benefits Realisation Plan

Set out here how you will ensure the planned benefits will be delivered

This project has been developed based on activity and output evidence gained by the Employment Access Team. Building on successful models of delivery developed through previous programmes including: Progression Pathways (WoW 1), Flexible Support Fund (Project 20,000) which resulted in the upskilling and qualifications for participants and included bespoke targeted training for lone parents; BCC & CITB Joint Investment Strategy Construction Project; redevelopment of New Street Station and Grand Central Birmingham.

The BCC & CITB Joint Investment Strategy Construction project which completed in March 2017. The Project was developed as part of a national Construction Industry Training Board (CITB) programme to deliver joint investment plans supporting the construction industry within key cities. The project focused on delivering construction industry training to unemployed participants, addressing local skills gaps and creating employment and skills opportunities leading to jobs with construction employers – the project exceeded its targets for training and job outputs:

- 545 (101 NEETs/LTU) against a target of 250 (50 NEETs/LTU) unemployed individuals supported to access industry related accredited qualifications.
- Supported 337 against a target of 150 job entries into the construction sector including 55 (target 10) apprenticeships where people gained their first job within the construction sector.
- 36 businesses supported with work force development.

Models featured engagement and referral stages to identify eligible participants through to building programmes into delivery platforms, for example, JCP Group Information Sessions and linkages developed to JCP Office Employer Engagement Leads and Work Coaches, NCS opportunities database and Advisors which then generated referrals directly into the programme targeting specific under-represented groups.

The project team will continue to work closely with JCP, NCS and other community-based organisations as part of the vacancy attraction campaign, promoting the project and providing referrals into the provision.

BCC has extensive experience of managing European projects and resources. In addition to the successful current running of ERDF, ESF ITM TA and YEI projects, BCC has vast experience of being a Co-Financing organisation and managing a complex network of delivery partners. BCC has experience of assisting project partners and coordinating them to ensure that they are able to learn from the delivery, capacity building,

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compliance, eligibility, feasibility work that BCC will undertake.

All partners will be trained on project systems and monitoring frameworks to ensure all relevant staff are aware of expectations and audit requirements. Written guidance will be produced to back up this training.

A dedicated project manager and team within BCC's Employment Team (see Appendix X for Project Organogram) will be responsible for day to day management and effective delivery of the project, across all delivery partners, overseeing compliance, delivery of outcomes, financial monitoring, internal audit, data returns/claims and quality assurance. Upon notification of project funding a full risk assessment will be produced and appropriate mitigations put in place and monitored.

The Delivery Partners have extensive experience of managing and delivering European projects and resources including on the recently completed World of Work 1 (previously known as Progression Pathways) project.

The project delivery requirements will be built around the ESF eligibility rules and regulations with robust IT and monitoring systems put in place to monitor eligibility of beneficiaries and activity delivered as part of the project. Programme guidance will be available and shared with delivery partners to communicate compliance and eligibility.

An internal audit schedule will be implemented to review compliance and raise potential issues early on in delivery.

Input into systems and processes will be sought internally through European Team, finance, audit and legal services from the outset ensure compliance to regulations and procedures.

The project team will also ensure it is maintaining compliance with eligibility rules during project delivery by using management control mechanisms, including:

- Regular management meetings for project
- Risk register
- Regular review meetings with delivery partners to ensure compliance with SLA, including paperwork checks
- Claim submission, defrayal, verification of evidence and reimbursement of delivery costs
- Quarterly progress report for steering group
- End of project evaluation
- Support from BCC expert advisors and GBSLEP Technical Assistance team – for specific compliance procedures (procurement, state aid, financial defrayal evidence, document retention etc).

B5. Stakeholders

A stakeholder analysis is set out at G4 below. A summary of internal and external consultation responses is in the covering Executive report.

C. ECONOMIC CASE AND OPTIONS APPRAISAL

This sets out the options that have been considered to determine the best value for money in achieving the Council's priorities

C1. Summary of options reviewed at Outline Business Case

(including reasons for the preferred option which has been developed to FBC)

If options have been further developed since the OBC, provide the updated Price quality matrix and recommended option with reasons.

[a brief resume rather than a lengthy description]

Do Nothing: If we did not develop and submit the proposal the Council and the GBSLEP would miss the opportunity to obtain significant external funding to deliver focussed activity to promote local skills development and access to employment, which is something the Council is proud to promote as one of its key priorities within its Council Plan. It would also mean that the future of the EAT service would be jeopardised as core funding currently supports approximately 50% of staffing costs, loss of this funding would require a service redesign to be initiated. The EAT is needed now and moving forward, even more than ever to ensure we have a jobs brokerage service in place to support unemployed local residents on a place

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leadership basis.

The recommended option is that we proceed with the project delivery in order to bring forward a scale and volume of response that is required as we move through the impact of the Covid-19 pandemic and resulting economic crisis. The proposed delivery model is set against tried and tested methods of jobs brokerage, engagement, planning, procurement, BC4SR related activities which have been evidenced to deliver improved access to jobs and skills by local unemployed residents. Not having a fully functioning EAT service for the Second City will mean that this activity is at best drastically reduced or at worst ceased to deliver at a time when the City's unemployment figures are 81,815 (October) an increase of 68% since February 2020 and the highest since 1987 with over 55,000 of the City's workforce on furlough. Birmingham's claimant unemployment rate across all ages stands at 15.3%; above both the West Midlands (9.1%) and the UK (7.7%) rates.

C2. Evaluation of key risks and issues

The full risks and issues register is included at the end of this FBC

[drawing attention to the biggest items only]

Key risks:

- Impact of Covid-19 on the local economy
- Lack of demand – difficulty accessing and engaging eligible participants
- Over demand – too many eligible participants, or too many participants in specific target groups
- Difficulty progressing participants into employment
- Difficulty commissioning suitably experience training providers that can meet the flexible demands of the project
- Difficulty linking with employers and lack of opportunities
- Delay in confirmation of funding
- Associated match funding not available.

Risks will be managed to remove or mitigate them as far as possible.

C3. Other impacts of the preferred option

Describe other significant impacts, both positive and negative

[bullet points are ok]

The 3 year project will have a positive impact on local unemployed and inactive residents and achieve:

- Increased awareness of the labour market
- Awareness and knowledge of opportunities offered by growth sectors and labour market churn
- Increased workforce diversity
- Improved conversion rates from engagement to job entry

The project outputs and results include the following:

- 1,576 total participants will be actively engaged on the programme
- 253 of the total unemployed participants will be supported into employment.
- 140 of the total inactive participants will be supported into employment or job search
- 142 of total participants will receive basic skills training through the project.
- 79 of the lone parent participants will be supported with childcare needs, with childcare being identified as a significant barrier to engaging in training and employment for this client group.
- 536 of total participants will be in work 6 months after the end of the programme.

Employment has a direct positive impact on quality of life and health outcomes for people moving into employment, impacting on unemployment levels across Birmingham and individual wards. Moving someone from welfare to work could contribute towards generating an approximate basic saving of £15,042 per person per annum to the public purse with reduced benefits payments and increased tax contributions (BCC/ONS/DWP Apr 2020).

Raised awareness of careers and opportunities in growth sectors, often where there are an increasing

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number of vacancies opening up the career paths to a wider labour market and linking training directly to job opportunities.

Wider benefits on the aspirations of residents, improving their future employability and career opportunities across a range of sectors.

D. COMMERCIAL CASE

This considers whether realistic and commercial arrangements for the project can be made

D1. Partnership, Joint venture and accountable body working

Describe how the project will be controlled, managed and delivered if using these arrangements

The lead partner and Accountable Body will be Birmingham City Council, with the project delivered by the Employment Access Team (See Appendix C Organogram)

Birmingham City Council will:

- Act as the Accountable Body
- Be the lead partner
- Be responsible for overall project development, management and delivery.
- Agree a Service Level Agreement with SMBC to ensure that roles and responsibilities are clearly set out. A robust partnership framework is already in place with SMBC as a result of joint project delivery on several EU funded projects over the past years. Further detail on roles and responsibilities outlined in para 5.4 of the Cabinet Report.
- Ensure compliance with DWP grant conditions and seek to mitigate these through appropriate contractual agreements with the delivery partner and service providers through the Council's approved processes.
- Allocate experienced officers from within the Economy Directorate to monitor and manage the project.
- Closely monitor and manage project performance both in terms of outputs and expenditure on a monthly basis to ensure that any risk to achievability is identified and actions put in place to mitigate impact.
- Ensure all delivery arrangements are subject to monitoring and performance checks to ensure compliance and eligibility of activity.
- Undertake where appropriate project compliance visits.
- Address any issues arising around ability to deliver against required project outputs in a timely manner through appropriate dialogue and consultation with DWP to ensure that activity is scaled down as required and claw back is managed. The SLA and any contracts with commissioned providers will contain clauses to ensure that any responsibility for claw back implications can be passed on and enforced with the delivery partner and/or contractors.
- Deliver support to Birmingham residents.
- Shape provision for Birmingham residents.

The project's delivery partners will be:

- Clarion Futures
- Sandwell & West Birmingham Hospitals NHS Trust (SWBH)
- Solihull Metropolitan Borough Council (SMBC) – (will not be involved in direct delivery but will however continue to support BCC in the allocation of an Engagement Officer who will work directly on the project on a full-time basis).

Clarion Futures:

Delivery will be centred in and around delivery Hubs in Alum Rock, Ward End, South Birmingham, Kingstanding, Erdington, Handsworth, Aston, Newtown, Nechells, Ladywood, Lozells, Shard End, Edgbaston and Winson Green. In line with the project this provision will support those with multiple barriers to employment to bring forward a person-centred approach that our delivery model employs. A dedicated customer engagement officer will be employed, and they will generate referrals into the various Hubs. In addition to our traditional delivery Hubs we have a pan Birmingham virtual job club offer to ensure a seamless offer to our customers regardless of the level of restrictions imposed due to the ongoing Covid-19 pandemic. There are 5 key phases included within the provision which

include:

- Talent Scouting: Community engagement activity designed to identify suitable individuals who will benefit for the provision.
- Training Camp: Candidates access a range of interventions delivered from the local Hubs, designed to bring them closer to the employment market. These interventions include 1-2-1 information, advice and guidance and support, access to accredited and non-accredited training via the online platform or face to face, designed to improve basic skills, confidence, well-being and job entry skills.
- Performance Enhancement: Vocational training and qualifications designed to enable access to specific employment sectors. This will be either delivered by Clarion Futures or customers will be signposted to relevant training provision. In many instances this will linked to live employment opportunities.
- Going Gold: At this point customers have accessed employment and will have access to a range of ready2work interventions. These include personalised Better Off in Work Calculations and Clarion Futures ready2work grants fund (which support customers to purchase essential items ready to start employment).
- Staying Gold: This element is the in-work support which is designed to reflect the customers changing needs when in employment, which includes continued support from a Clarion Futures Employment Support Officer, continued access to the online learning platform as well as updates on career opportunities.

Sandwell & West Birmingham Hospitals NHS Trust:

The SWBH Pathway to Employment provision is based on the principles of WoW and will be based at City Hospital supported by SWBH's Your Trust Charity. Participants will be supported into a range of roles across the Trust and with supply chain and partner organisations, supporting the delivery of the NHS.

The provision will engage with individuals who are already volunteers involved in hospital delivery and meet the eligibility criteria; attract new registrations and work with other referral agencies across the project to engage, support and train participants to come forward to vacancies within the Trust.

The provision will include an 8-week employability programme with beneficiaries required to complete 16 hours per week as a comprehensive wraparound induction process supplemented by workbased learning modules, placement opportunities and mentoring support. The programme will be delivered as follows:

Week 1 - 2 Recruitment & Pre-Covid-19 Screening Checks

- Pre-course Covid-19 Risk Assessments with applicants
- Interviews and initial course sign-up
- Undertaking of DBS Checks
- Eligibility checks (Meeting WoW Criteria)
- Completion and upload of WoW application forms on Better Impact database

Week 3 Induction and Skills Assessments

- 'Code of Conduct' - What as a Trust we would expect from you?
- Mandatory Training – (Health and Social Wellbeing specific),
- Project Staff/ Volunteer Etiquette - What is good to say or not say?
- Placements Options
 - What's potentially on offer - Job Roles & Profiles?
 - Timesheets and keeping of Personal Learning Logs?
- Information, Advice & Guidance (inc. anti-poverty welfare benefit assessments),
- Functional Skills Assessment (stage 1 – paper based)
- Financial & Social Welfare – 'Reimbursements & Uniforms' to support the candidate.

Week 4 - 5 Coaching, Mentoring and Work Experience Placements

- What you can expect from us – this will include group-based team discussions and coffee mornings, bite sized training sessions, job coaching, CV writing, leadership and outward bound & team building activities/events.
- Mentoring & Supervision – matching of mentees and building of the Mentee/ Mentor Relationship.
- Case studies:
 - presentations from hospital administrators and non-clinical staff;
 - presentations from hospital clinicians, health care practitioners, physiotherapists et al on specific

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access roles and needs i.e. care and support dealing with cardiovascular disease, pain management, visual impairment & sight loss,

- overview from placement hosts on work-based experience options
- Work experience placements commences - (weeks 4, 5 and 6)

Week 6 'Developing Your Profile and Your Portfolio'

- Interview Skills, Recruitment & Selection and CV writing
- Functional Skills Assessments – (stage 2 - Use of IT and Online tools)
- Certification – 'Celebrating Attendance & Achievement'

Week 7 - 8 'Follow up Support & Guidance with Applications / Training / Providing References'

- Providing continuous support where beneficiaries are applying for jobs
- Providing provisions for completing training

'Exit Interviews'

- Completing an exit interview with outcomes for WoW

The overall project will work closely with JCP, NCS and other community-based organisations as part of the attraction campaign, promoting the project and providing referrals into the various provision.

The project will engage with employers to support the development and delivery of a pre-employment training that will embed work-place behaviours, ethics and values as well as an overview of the specific industry/job role. This will be delivered in response to employer requirements, clearly linked to vacancies and work experience opportunities that will be developed with employers' input and delivered in a flexible and innovative way to engage and sustain the relevant target groups.

The project will work closely with voluntary and third sector providers to establish referral points and to reach out to target beneficiaries, providing additional support and guidance for those furthest away from the labour market and engage them in early conversations to look at their particular barriers and skills gaps that may stop them from moving closer to the world of work.

D2. Procurement implications and Contract Strategy:

What is the proposed procurement contract strategy and route? Which Framework, or OJEU? This should generally discharge the requirement to approve a Contract Strategy (with a recommendation in the report).

There is no planned procurement activity within the project.

D3. Staffing and TUPE implications:

Current staff will be retained on project.

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E. FINANCIAL CASE

This sets out the cost and affordability of the project

E1. Financial implications and funding

	Financial Year:	20xx/yy	20xx/yy	20xx/yy	later	Total
		£000	£000	£000	£000	£000
Capital code:	<input type="text"/>					
CAPITAL EXPENDITURE						
Capital costs already incurred						0.0
						0.0
Other costs to complete:						
Fees						0.0
Land acquisition						0.0
Works						0.0
[please itemise other costs]						0.0
						0.0
Contingencies						0.0
Total capital expenditure		0.0	0.0	0.0	0.0	0.0
CAPITAL FUNDING:						
Development costs funded by:						
[please itemise]						0.0
						0.0
Other costs funded by:						
[please itemise]						0.0
						0.0
						0.0
Total capital funding <i>must fund all the costs</i>		0.0	0.0	0.0	0.0	0.0

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Financial Year:		2020/21	2021/22	2022/23	later	Total
		YEAR 1 Nov	YEAR 2 April	YEAR 3 April	YEAR 4	
		20 - Mar 21	21 - Mar 22	22 - Mar 23	April 23 -	
		£000	£000	£000	Oct 23	£000
Revenue code:	TA-01971-01-1					
REVENUE CONSEQUENCES						
Operating period expenditure:						
BCC	Salary Costs	143,413.0	399,369.8	409,354.1	244,760.0	1,196,896.9
SMBC	Salary Costs	19,703.0	49,856.8	52,453.9	32,143.5	154,157.2
SWBNHS	Salary Costs	54,870.5	137,173.5	157,753.0	101,857.0	451,654.0
Clarion	Salary Costs	57,885.7	141,702.5	144,536.5	85,999.2	430,123.9
	Other Direct Costs	110,349.0	291,241.0	305,638.0	185,903.0	893,131.0
Net revenue consequences		386,221.2	1,019,343.6	1,069,735.5	650,662.7	3,125,963.0
REVENUE FUNDING:						
ESF		193,110.6	509,671.8	534,867.8	325,331.4	1,562,981.5
BCC Service Reserves		112,488.6	307,686.8	316,493.7	188,754.4	925,423.5
SWBNHS		40,102.0	102,794.0	117,198.0	76,377.0	336,471.0
Clarion Futures		40,520.0	99,191.0	101,176.0	60,200.0	301,087.0
						0.0
Total revenue funding		386,221.2	1,019,343.6	1,069,735.5	650,662.8	3,125,963.0
E2. Evaluation and comment on financial implications:						
<p>Note: The financial figures in the above table are forecast figures and may be subject to change</p> <p>*Includes salary costs for 1 member of staff employed by SMBC on behalf of BCC</p> <p>Financial implications have been measured using experience of the programme to date and a granular, line by line build-up of the budget to ensure comprehensive cost identification.</p>						
E3. Approach to optimism bias and provision of contingency						
<p>Delivery has been based on past experience and has been tested against that. Contingency is built around flexibility of staffing to switch between priorities if necessary.</p>						
E4. Taxation						
Describe any tax implications and how they will be managed, including VAT						
<p>It is not envisaged that there will be any tax implications. The Council will use its standard procedures to</p>						

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identify any VAT supply, as a public body, as well as its usual governance for ensuring tax compliance.

F. PROJECT MANAGEMENT CASE

This considers how project delivery plans are robust and realistic

F1. Key Project Milestones

The summary Project Plan and milestones is attached at G1 below

Planned Delivery Dates

Project application submission and approval successful	28/11/19 – 29/02/21
Start date (date from which eligible expenditure will be incurred)	01/11/20 – 31/10/23
SLA's agreed with delivery partners	01/11/20 – 31/12/20
Project delivery teams in place and fully briefed on all project requirements – (also accounting for any new recruits)	01/11/20 – 31/01/21
Referral mechanism between JCP, NCS and delivery partners provision in place	01/11/20 – 31/03/21
Promotions and marketing strategy implemented	01/01/21 – 31/07/23
Review project outputs, results and outcomes (performance review type meetings in place)	01/02/21 – 31/10/23
Project Steering Group established	31/01/20 – 31/10/23
Project engagement activity ceases for new referrals	31/07/23 – 31/10/23
Financial completion date (date by which eligible costs will have been defrayed (European Social Fund – contractual completion date)	31/10/23
Activity end date (date by which all the activities described in the funding agreement will be completed)	31/10/23
Project closure report or evaluation (DWP)	31/10/23

F2. Achievability

Describe how the project can be delivered given the organisational skills and capacity available

This project has been developed based on activity and output evidence gained by the Employment Service (specifically through the Employment Access Team). Building on successful models of delivery developed through previous programmes including: Flexible Support Fund (Project 20,000); CITB Joint Investment Strategy Construction Project; redevelopment of New Street Station and Grand Central Birmingham. Models featured engagement and referral stages to identify eligible participants through to building programmes into delivery platforms, for example, JCP Group Information Sessions and Work Coaches, and NCS opportunities database and Advisors which then generated referrals directly into the programme targeting specific under-represented groups.

The programme team will work closely with JCP, NCS and other community-based organisations as part of the attraction campaign, promoting the project and providing referrals into the provision.

The outline application submitted to DWP on 28 November 2019 received approval to progress to full application.

BCC has extensive experience of managing European projects and resources. In addition to the successful current running of ERDF, ESF ITM TA and YEI projects, BCC has vast experience of being a Co-Financing organisation and managing a complex network of delivery partners. BCC has experience of assisting project

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partners and coordinating them to ensure that they are able to learn from the delivery, capacity building, compliance, eligibility, feasibility work that BCC will undertake.

Solihull MBC have extensive experience of managing and delivering European projects and resources including on the current YEI project and are current delivery partner/contractor on the Solihull & Youth Promise Plus project, therefore, have a good understanding and in-depth knowledge of EU funded projects.

All partners have been trained on project systems and monitoring frameworks to ensure all relevant staff are aware of expectations and audit requirements. Written guidance has been produced to back up this training.

A dedicated project manager and team within BCC's Employment Team (see Appendix D for Project Organogram) will be responsible for day to day management and effective delivery of the project, across all delivery partners, overseeing compliance, delivery of outcomes, financial monitoring, internal audit, data returns/claims and quality assurance. Upon notification of project funding a full risk assessment will be produced and appropriate mitigations put in place and monitored.

The project delivery requirements will be built around the ESF eligibility rules and regulations with robust IT and monitoring systems put in place to monitor eligibility of beneficiaries and activity delivered as part of the project. Programme guidance will be available and shared with delivery partners to communicate compliance and eligibility.

An internal audit schedule will be implemented to review compliance and raise potential issues early on in delivery.

Input into systems and processes will be sought internally through European Team, finance, audit and legal services from the outset ensure compliance to regulations and procedures.

The project team will also ensure it is maintaining compliance with eligibility rules during project delivery by using management control mechanisms, including:

- Regular management meetings for project
- Risk register
- Regular review meetings with delivery partners to ensure compliance with SLA, including paperwork checks
- Claim submission, defrayal, verification of evidence and reimbursement of delivery costs
- Quarterly progress report for steering group
- End of project evaluation
- Support from BCC expert advisors and GBSLEP Technical Assistance team – for specific compliance procedures (procurement, state aid, financial defrayal evidence, document retention etc).

F3. Dependencies on other projects or activities

Achievement of above milestones is dependent upon the approval of funding and the receipt of an offer letter from DWP.

The milestones for the delivery of the project have been set out detailing the main tasks and activities to successfully deliver stated outcomes. The milestones in many instances are interlinked and dependent on successful delivery to progress in a timely manner.

For the timescales to be met as set out in the project proposal, we have moved forward with the Continuation Project in lieu of DWP Funding approval with effect from 1 November 2020 so as not to delay mobilisation and therefore continue to deliver with resources in place from the previous project (ended 31/10/20). This period of activity will be covered by Service Reserves which will then be replaced once the funding decision is received. Working in this way will mean less risk to delivery programme and meeting project milestones throughout the 3 year project.

The majority of posts across all delivery partners are existing employees working on the current ESF Progression Pathways project (ending 31 October 2020). It is the intention to have a smooth transition to the new World of Work project if it is approved.

Many of the relationships with training providers, employment support organisations, WMCA, NCS, and DWP and JCP as well as employers have been established and referral pathways have been effectively developed during previous projects and the current delivery - the intention will be to continue these relationships into the new project.

We will continue to work with the WMCA in accessing Adult Education Budget support for training

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linked to job growth, sectors of churn and replacement demand.

F4. Officer support

Project Manager: Kam Hundal

Project Accountant:

Project Sponsor:

F5. Project Management

Describe how the project will be managed, including the responsible Project Board and who its members are

BCC will be the lead partner directing and coordinating all aspects of delivery. BCC will also be the Accountable Body and manage the overall delivery of the project. A Project Steering Group will be established including representation from BCC (Accountable Body) and delivery partners Sandwell & West Birmingham Hospitals NHS Trust, Clarion Futures and Solihull MBC, which will meet on an agreed basis to oversee delivery, quality and consistency of provision.

Where it is felt appropriate and beneficial, aligned partners, such as National Careers Service (NCS), Jobcentre Plus, FE training providers and sector representatives will also be invited to attend.

BCC has extensive experience of managing European projects and resources. In addition to the successful current running of ERDF, ESF ITM TA and YEI projects, BCC has vast experience of being a Co-Financing organisation and managing a complex network of delivery partners.

BCC has experience of assisting project partners and coordinating them to ensure that they are able to learn from the delivery, capacity building, compliance, eligibility, feasibility work that BCC will undertake.

All partners are trained on project systems and monitoring frameworks to ensure all relevant staff are aware of expectations and audit requirements. Written guidance has been produced and is in place to back up this training.

A dedicated project manager and team within BCC's Skills & Employability Service's Employment Access Team will be responsible for day to day management and effective delivery of the project, across all delivery partners, overseeing compliance, delivery of outcomes, financial monitoring, internal audit, data returns/claims and quality assurance.

The project has in place a full risk assessment with the appropriate mitigations in place and monitored regularly at Steering Group meetings.

Clarion Futures and Solihull MBC have extensive experience of managing and delivering European projects and resources including on current projects such as World of Work 1 and Solihull MBC are also a current delivery partner/contractor on the Solihull & Youth Promise Plus project, as well as other ESF funded provision and therefore, have a good understanding and in-depth knowledge of EU funded projects.

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G. SUPPORTING INFORMATION

(Please adapt or replace the formats as appropriate to the project)

G1. PROJECT PLAN

Detailed Project Plan supporting the key milestones in section F1 above

See above detailed F1, F2 and F5 which gives an overview of the project delivery plan and how the project will be managed.

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G2. SUMMARY OF RISKS AND ISSUES REGISTER

Risks should include Optimism Bias, and risks during the development to FBC

Grading of severity and likelihood: High – Significant – Medium – Low

		Risk after mitigation:	
Risk or issue	mitigation	Sever-ity	Like-lihood
1. Revenue cost control assurance	<p>1) Programme based on previous good practice and proven track record built up over the last 10 years.</p> <p>2) A very tight control is kept on spend, which has to be based on pre project start submission to DWP. DWP tightly monitors BCC for any overspend beyond agreed budgets. All revenue costs are mostly based on salaries, which are set from the start of the project for all partners involved.</p>	Low	Low
2. Resource constraints re time limited funding	<p>1) Programme based on previous good practice and proven track record built up over the last 10 years: We know what resource is required in order to deliver this type of project and have built in the appropriate resource within the business model.</p> <p>2) There is always the risk that someone may leave the project for a different job or any other reason. They can be replaced but the speed at which they can be replaced would depend on the recruitment process/timeline and then they would need to be trained. We would of course look to recruit someone from the industry with relevant background and experience in order to hit the ground running.</p> <p>3) To further mitigate on ay losses of people, knowledge and skills sharing will be encouraged across the team, so that the remaining team can cope with any short term absence of someone.</p>	Medium	Low
3. Service disruption including any Health & Safety/public access issues, and arrangements for alternative service provision if necessary	<p>1) At the point of writing this we are already going through one of the biggest public health & safety disruption of all time in terms of scale, (the COVID pandemic), and we have shown resilience in delivering throughout on a similar project.</p> <p>2) The team would work remotely, and provision will continue to be delivered via online, email, telephone. Technology will be fully utilised to serve as tools allowing business continuity.</p>	Medium	Low
4. How partner delivery risks will be mitigated	<p>1) Through contract management meetings by BCC officers on an ongoing basis. Any underperformance is likely to be picked up in good time and the two parties will work together to work up a corrective strategy, which could include for example, targeted marketing to upturn low performing areas.</p> <p>2) Our choice of delivery partners have experience of good delivery in similar projects.</p>	Medium	Medium
5. Lack of demand – difficulty accessing and engaging	<p>1) Marketing Strategy has been drafted which includes networking and social media activity</p>	Medium	Low

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eligible participants	<p>to ensure that we attain full penetration and reach of eligible customer base. Using the Employment Access Team brand and reputation we have built up confidence in the local area of our experience in matching local unemployed residents to work experience, training opportunities, jobs and apprenticeships.</p> <p>2) Aligned strategic partnerships that include JCP and NCS who will refer eligible candidates to opportunities that we bring forward through our employer engagement activity.</p> <p>3) Engagement of third sector and voluntary and community groups to engage target groups and refer into project.</p> <p>4) Delivery partner engagement outputs will be regularly monitored and any under-performance issues raised and actions to remedy put in place.</p>		
6. Over demand – too many eligible participants, or too many participants in specific target groups	<p>1) Regular review of engagement activity to assess demand and review of engagement activity to ensure all eligible target groups are engaging and prioritised within project.</p> <p>2) Look at further opportunities available to engage with specific groups where gaps identified.</p> <p>3) Look at other 1.1 providers to assess whether their provision may be better suited to the needs of the individual.</p> <p>4) Refer to alternative provision in timely manner if required.</p>	Low	Low
7. Difficulty progressing participants into employment	<p>1) Programme based on previous good practice and proven track record built up over the last 10 years.</p> <p>2) The delivery model for the project is based on one to one support, bespoke interventions with a person-centred approach and access to work experience and basic skills provision where needed will be prioritised as part of the journey towards the world of work.</p> <p>3) Effective matching to opportunities and maximising levers and enablers as a local authority to make best use of employer engagement links will ensure we have a wide pool of sectors, job roles and supportive employers to ease an individual with barriers into a work experience or job.</p> <p>4) Influencing training providers and funding bodies to ensure that training provision has additional support mechanisms built in for those that required it.</p>	Medium	Low
8. Difficulty linking with employers	<p>1) Lead partner has links via planning powers and procurement purchasing powers to enable us to capture a commitment to work experience, jobs and apprenticeships.</p> <p>2) The project will work with delivery partners who have existing employer links within a</p>	High	Low

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	<p>range of sectors.</p> <p>3) Working closely with DWP we have access to their local account managed employers across a range of sectors and roles.</p> <p>4) Link with sector representatives already engaged with employers in growth sectors.</p> <p>5) The Project Team are employer facing and have extensive experience of working with employers, building relationships and gaining commitment to our priority cohorts. This provides an opportunity to also gain repeat business as the employer can expect a quality service to meet their needs.</p> <p>6) Links with GBSLEP Growth Hub and other business engagement programmes to raise awareness of the WoW project and develop relationships leading to job captures.</p> <p>7) Working closely with lead organisations and principal contractors maximise the opportunities through major projects. The project manager is a member of several jobs and skills steering groups including the Perry Barr Residential Scheme, Peddimore and Smithfield developments.</p> <p>8) The project manager is also the champion for the Local Employment theme for the Birmingham Business Charter for Social Responsibility and its associated action plan.</p>		
9. Delay in confirmation of funding	<p>1) As per guidance from DWP we are anticipating a 90 day turnaround in appraisal and approval subject to provision of appropriate information.</p> <p>2) Processes and structures in place to assist with retrospection.</p> <p>3) Delivery partners are able to commence some activity at risk.</p>	High	Medium
10. Associated match funding not available	<p>1) Match funding confirmation is available from BCC as the lead applicant and match funding letters have also been provided from all delivery partners.</p>	High	Low

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G3. EXTERNAL FUNDING AND OTHER FINANCIAL DETAILS

Description of external funding arrangements and conditions, and other financial details supporting the financial implications in section E1 above (if appropriate)

European Structural and Investment Funds (ESIF) are administered by managing authorities, the Department for Communities & Local Government and the DWP, who released a call on 05/09/2019 for applications to deliver employment support and employability skills provision.

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G4. STAKEHOLDER ANALYSIS

Stakeholder	Stake in Project	Potential Impact on Project	What does the Project expect from Stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy	Responsibility	Stakeholder
Cabinet Member	Councillor Jayne Francis, Cabinet Member for Education, Skills and Culture Councillor Kath Scott – Education and Children's Social Care Councillor Albert Bore – Finance and Resources	High	Political support for project.	Supportive	Ongoing involvement through consultation	Portfolio holder	Cabinet Member
Clarion Futures	Contribution to project monitoring and implementation	High	Responsible for leading engagement and delivery centred in and around delivery Hubs in Alum Rock, Ward End, South Birmingham, Kingstanding, Erdington, Handsworth, Aston, Newtown, Nechells, Ladywood, Lozells, Shard End, Edgbaston and Winson Green. Contribution to project delivery framework and ownership of outputs and results proportionally.	Ownership and responsibility of key deliverables within project.	Ongoing involvement through Project Board.	Delivery Partner	Clarion Futures
Sandwell & West Birmingham Hospitals NHS Trust	Contribution to project monitoring and implementation	High	Responsible for the provision of the SWBH Pathway to Employment and will be based at City Hospital. Contribution to project delivery framework and ownership of outputs and results proportionally.	Ownership and responsibility of key deliverables within project.	Ongoing involvement through Project Board.	Delivery Partner	Sandwell & West Birmingham Hospitals NHS Trust

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Stakeholder	Stake in Project	Potential Impact on Project	What does the Project expect from Stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy	Responsibility	Stakeholder
Solihull Metropolitan Borough Council	Employ Employer Engagement Officer (EEO)	High	Responsible for employing an EEO who will be located within the Employment Access Team (EAT) to support the direct delivery of the project	Ownership and responsibility of employment of EEO	Ongoing involvement through Project Board.	Delivery Partner	Solihull Metropolitan Borough Council
DWP (National)	Head contract holder and funder on behalf of EU Commission	High	Funding, monitoring and audit framework.	Awaiting DWP formal approval on full application.	Establish regular dialogue around contract management and compliance.	Funder	DWP (National)
DWP (District) and Jobcentre Plus	Key strategic partner in delivering interventions focussed on the Claimant Register.	High	Active support and referral route into the project.	Supportive and proactive relationship.	Continue regular dialogue as the project progresses to ensure connectivity to project deliverables.	Referral partner	DWP (District) and Jobcentre Plus
National Careers Service (local)	Local National Careers Service contract delivered through Prospects	Medium	Marketing of available pathways through their existing mechanisms and advisor network to generate referrals onto the project.	Supportive and proactive relationship.	Continue regular dialogue as the project progresses to ensure connectivity to project deliverables.	Referral partner	National Careers Service (local)
FE Providers	Project link to funded training provision	Medium	Expertise and knowledge in implementation phase and direct input into delivery from the Birmingham Metropolitan College, South & City College Birmingham and Solihull College.	Supportive and proactive relationship.	Continue regular dialogue as the project progresses to ensure connectivity to project deliverables.	Training Provision	FE Providers
Birmingham & Solihull Youth Promise Plus (YEI) Project Board	Youth Promise Plus Project has been developed and will support the project through ESF monitoring and process management systems set up as part of its delivery	Low	Expertise and knowledge to inform development of project delivery plan and required monitoring systems and processes to evidence in accordance with ESF requirements. Currently delivering through Birmingham	Supportive	To inform the setting up of the project's ongoing governance structure involving.	Project support	Birmingham & Solihull Youth Promise Plus (YEI) Project Board

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Stakeholder	Stake in Project	Potential Impact on Project	What does the Project expect from Stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy	Responsibility	Stakeholder
			<p>and Solihull. Due to end delivery in July however awaiting DWP response to request for extension.</p> <p>Current YPP Project Board consists of representation from the following:</p> <ul style="list-style-type: none"> • Birmingham City Council (Employment & Skills, Housing infrastructure, Birmingham Careers and Youth Services) • Solihull MBC • The Prince's Trust • University Hospital UHB • The Best Network • BVSC • Centro • Police Commissioner's Office • West Midlands Learning Provider Network • Birmingham & Solihull FE Consortium • People Plus • Ahead Partnership (CSR City) • St Basil's • DWP Birmingham & Solihull District Office 				
Greater Birmingham and Solihull Local Enterprise Partnership	Strategic ownership of project	High	Regular briefing and directional steer	Supportive.	Through reporting line to Birmingham and Solihull LEP Employment & Skills Boards Strategy team.	Project Sponsor	Greater Birmingham and Solihull Local Enterprise Partnership

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Stakeholder	Stake in Project	Potential Impact on Project	What does the Project expect from Stakeholder	Perceived attitudes and/or risks	Stakeholder management strategy	Responsibility	Stakeholder
Birmingham and Solihull Business community	Employers providing job opportunities and work experience placements for Young People	Medium	<p>Direct links to recruitment and vacancies.</p> <p>Feedback on Employer perceptions and needs to inform service delivery</p>	<p>Delivery partners already have significant relationships established with key employers around recruitment</p>	<p>Continuation and deepening of existing employer relationships through Prince's Trust , UHB, Birmingham City Council and Solihull MBC</p> <p>Development of strategic relationships with employer representative bodies such as Chambers of Commerce.</p>	Direct Employers and representatives of Employer perceptions and needs	Birmingham and Solihull Business community

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Other Attachments <i>provide as appropriate</i>	
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