Insert Phoenix House Me and My Learning Skills Centre.

Incorporating business case, project brief and project management document

Part A – Document Control
Part B – Business Case, Project Background and technical issues
Part C – Project Brief
Part D – Project Management Document

Version no: 1

Date: 23rd January 2014

Part A - Document Control

A 1 - Key personnel

Title	Project Initiation Document
Author	Gemma Sanders
Approver	Ronan Browne
Owner	Gemma Sanders

A 2 - Project Organisation Structure

This project sits on the transformational change programme, reporting on a fortnightly cycle to either the Transformational Board or Programme Board within Melton Borough Council with Melton Borough Councils Project Management Framework.

There is currently a steering group made up of local partners to support the direction of Phoenix House, including Colleges, CAB, and others.

A 3 - Version history

Version	Date	Summary of changes	Changes marked
1	30.8.13	Initial Project Document	
2	23.1.14	Update to all documents inline with ESF bid and other changes	

A 4 - Distribution

Name	Area

A 5 - References

Doc reference	Document title

Part B – Business Case, Project Background / technical issues

B 1 - General

The Employment and Skills Project, a DWP pilot, has highlighted the need for coordinated approach to skills frameworks and development in partnership with providers, services and business.

The Universal Credit Pilot and approach to supporting the most vulnerable to become digitally included has further supported the need for a unilateral approach to the support available to the most vulnerable. So far this coordinated approach has seen over 10 vulnerable adults enter employment, and approximately 85 other employment outcomes through events, training and courses.

Within Melton Mowbray there is a demand for a new Work Club. Adult Learning, Training Providers and others have highlighted the need for more designated space for training. There is sufficient evidence to suggest Businesses are looking for more work ready staff. Bringing these life and skills services within one building, within our priority neighbourhoods, would allow residents to attend a 'one- stop shop' for all of their employment and skills requirements.

Since June 2012, Partnerships within the Borough have led to 380 persons being trained which are sector specific and business led; Illustrating the demand for space to allow for more training to be developed. To ensure sustainable outcomes, and support the most vulnerable we need to ensure there is a coordinated approach to support as evidenced with the Employment and Skills Project, where the opportunities for families to get support with finance, confidence, housing, childcare and any other barriers can be minimised to become manageable.

Within the Borough there is limited support available for Over 19's, with limited access to college, skills and training, there is a need for supporting this age group further and therefore will focus on this age group (19-64) primarily.

Support for this coordinated approach to delivery can be found within several policy documents, including:
- Can the Work Programme Work for all user groups?
- Local Support Service Framework
- Service Transformation: A better service for the citizen, a better deal for the taxpayer

Funding opportunities are currently being actively looked at to support the projects sustainability, including grant funding and consortium funding.

B 2 –Service / Service / Function

This service will sit within Communities and Neighbourhoods.

B 3 – Strategic fit

Minimum content needed for this section:
- Links to corporate goals: 1,2,3,4,5,8
- In 2012, 19.12% of Melton working age residents had either NVQ level 1 or no qualifications, compared to 17.04% in Leicestershire and 15.64% nationally. Melton is also below county and national averages for those trained to NVQ levels 3 and 4.
- Initial research has highlighted that between 750-900 families in Melton will either be families with complex need or demonstrating many of the signs of having complex needs. In depth research of 193 families specifically in Melton has shown 65% of them to have multiple needs such as poor educational attainment, unemployment, poverty, offending behaviour and poor health etc. This research forms part of a wider mapping exercise and only includes data from Melton Borough Council and is therefore the tip of the iceberg.
- Policy is recognising that barriers are restricting the ability for some individuals to get back to work.
- Large volumes of funding available to support worklessness, Learning Forum delivering in a partnership approach, and therefore having a coordinated approach to the delivery in the Borough will ensure value for money and limited duplication of resources and training.
- Reduction in benefit payments
- Reduction in worklessness figures
- Increase in those work ready
- Success factors will be measured through those trained within the facility, movement for the residents in becoming work ready and increase in life skills.

B 4 - Options appraisal

Minimum content needed for this section:

Option 1:
Keep Phoenix House running the way that it is currently. Currently running at a loss per annum of £49,800

Option 2:
To undertake the capital works to the First Floor, to enable further income to be made from renting the space, and to allow tenants to occupy the ground floor. Both of which will provide an income, post European Social Funding.

Preferred option: OPTION 2.

Project Scoring Matrix scoring: 17- and therefore no need for feasibility methodology.

Soft benefits include:
- Demonstrating we are actively supporting the long term those seeking work
- The council is demonstrating good practice in supporting the most vulnerable to ensure that all residents are given equal support and access to work becoming work ready
- The council has learnt from the success of Parkside as multi agency approach, and is branching out its capacity to a more visible and frontline service which residents can engage in.
- Community led facility and therefore increase in participation and motivation within the borough.
- Aspiration that there will be a reduction in out of work benefits, and residents more work ready
- Up skilled workforce that will be in sustainable employment past 26 weeks
- Business will have a clear understanding of our approach, how to get support and what to expect from the workforce.
- Support the Supporting Leicestershire Families Agenda as an exit strategy for the most complex and vulnerable families.

Procurement Approach:
Inline with Melton Borough Council Procurement Approach.

Melton Borough Council has numerous Service Level Agreements in place with organisations that we will be able to utilise for the ESF Bid. These Service Level Agreements have been out to public tender, and as a result been through the competitive process, and framework agreements are in place with the providers. This is compliant with our Council's Procurement rules.

Within each existing Service Level Agreement there are allowances for up to £150,000 of additional spend and therefore allows for the activities to be commissioned through these agreements, these current agreements are in place until 31st March 2015. By utilising these service level agreements, we will be able to have the project up and running with minimal time scales, and ensure that the correct professionals and specialists are involved.

Within these Service Level Agreements we will be looking adding to the current contracts:

Mental Health: £ 66,750
Although within the original bid this was broken down into a Worker and Service,

having reviewed this service, these funds will be allocated to a specialist service to deliver the outcomes we have contained within this bid, which is flexible to change with community need, whereas a worker (plus resources for sessions) would not be flexible to change with community need.

Drug and Alcohol: £35,000

Volunteering: £42,000

Digital Access and Support: £77,905
Although with the original bid this showed installation costs for Wifi and Internet, this £7,000 cost has been taken out of the bid entirely. The £77,905 will be allocated to a provider to deliver the outcomes within the bid, including providing all their own equipment. The increased costs per participant are due to the estimated internet and Wifi cost (our ICT team estimated this at £10,523) being transferred to the service provider, and therefore an increase in the participant cost at approx. £32.

To ensure that these services report and monitor in line with the ESF Bid, we will be requesting that these services submit the minimum participant data for monthly monitoring and performance management information, and that they fulfil the requirements within their Service Level Agreement.

In regards to the Digital Access and Support we will carry out a competitive process in line with our financial regulations and standing orders. In line with NHS requirements reporting will be requested on a monthly basis, and accordance with data sharing law. The ESF asks for specific requirements from subcontractors and this will be in place for the NHS team, within their own government guidelines.

Proposed sourcing option with rationale for its selection:
N/A

B 5 -   Achievability

Whilst the European Social Bid was being develop we stalled so that the Project was not seen as 'up and running', to be able to secure funding. Therefore no booking were taken. However we do have partners interested and wanting to move into Me and My Learning once it is up and running, including Good Thinking and Remploy.

We now have the European Social Funding, and included within that is £20,000 for a sustainability study to look financial sustainability, and capacity within current provision in Melton Borough; outlined below;

The University will be asked over the period of the project to cross reference and collate the information we have received, from residents, as well as partners to give

a detailed picture of the service provision as well as impact on clients. This will enable the Council to build a picture of how the Project is delivering against the Operational Plan and Article 16 of Regulation 1083/2006.

Understanding the service provision, although will be ever evolving, will ensure that the Council and other services get a detailed picture of funded and project work being undertaken in the Borough, to support further skills gaps, ensure services run at capacity and deliver value for money for the tax payer.

The University Sustainability Study will support a business case that will be presented to multiple bodies, including Melton Borough Council, during the Autumn / Winter 2014 to allow for us to move forward with long term sustainability. The business plan will include a marketing strategy from January 2015 to encourage private income.

The Learning from this study will be continually added into the monitoring and practice of the team on the Project. The evaluation at the end of the project will be embedded into future practice, for monitoring, practice with frontline workers and Policy.

Funding for the project:
European Social Fund: £781,577 for 14 months, 50% match from Melton Borough Council of £395,350
Flexible Support Fund: £18,848 for a 12 month fixed term contract for a position to support the Employment and Skills Worker is the set up and delivery of the Project.

Marketing documents have been developed for Phoenix House, and as such a marketing strategy will need to be established. This will include off line marketing, and promoting through partners the use of Phoenix House, to establish private income from March 2015.
Consultation with Partners, the public and staff took place between October 2013 and January 2014 to understand any barriers, and any further support we could access.

A steering group has been developed to support the implementation of Phoenix House, and encourage further investment in the project, both income and partner resource available.

Partner event on the 4th October to promote facility to partners, and therefore encourage them to engage with Phoenix House, and therefore increase footfall.

Community Event on the 3rd December to ask the community what they would provision they would like within Me and My Learning

Staff Consultations held on the 22nd January, 28th and 30th January 2014 to

understand barriers for staff, and any support they can offer.

The name for Phoenix House has been marketed to the community, however we have not had any responses.

The community will become increasingly involved with the project as it develops, including sitting on the steering group, and becoming involved in courses, and volunteering.

Support from Leicestershire County Council, and the Leicestershire County Council Work and Skills Board.

B 6 - Legal Issues (if applicable)

At present the only legal issues arising are the granting of licences to occupy.

B 7   Specification

See Part C

B 8 - Financial Implications

ESF Bid: £781,577 (matched by £395,350 from Melton Borough Council)

This match is from the following budgets:

£7,150	Apprentice
£56,600	Housing Budget
£56,600	Triage Advisors
£75,000	Cash
£200,000	Communities Budgets
£395,350	Total

Capital Expenditure required: £22,000 for 4 additional training rooms to be built on the first floor of Phoenix House.

For Phoenix House income for period 1.2.14 to 31.3.15

Rent claimed against ESF Project	£29,370
Services Claimed against ESF Project	£41,135
Total Costs claimed against ESF Project	£70,505.00

For Phoenix House income post 31.3.15:

£102,000 potential income from renting the training rooms to partners.

3+3+2+3+3= 14

B 9 – Project Scoring Matrix

Scoring – for your project – calculate the points			
Criteria	**1 Point**	**2 Points**	**3 Points**
Cost £ (budget, time and human resource)	<£10k	£10k - £50K	>£50K
Timescale	< 6 months	6 – 12 months	> 12 months
Impact if project failed on the organisation	Minor disruption	Moderate	Major
Melton's Track Record	Done Successfully Many Times Before	Done Successfully Once or Twice Before	New Area of Working
Stakeholder Interest (internal	Minimal	Moderate	Major

and external)			
Project Complexity	Straight-forward	Moderately Complex	Highly Complex

Projects scoring 6 – 10 points - Formal methodology <u>not </u>necessary
Projects scoring > 10 points - Formal methodology <u>is </u>necessary

Note

The business case <u>must</u>be submitted initially to the Programme Board and will allow schemes to be prioritised and feasibility to be assessed.

Part C – Project Brief

The Project Brief sets out the direction, scope and objectives of the project and forms essentially the "contract" between the Project Sponsor and Project Manager as to what will need to be delivered.

C 1 - Project Objectives, outcomes and benefits

Aim:
To support those seeking work in becoming work ready through a coordinated approach to training, skills and life skills to ensure manageability and sustainability.

Objectives:
The objectives of the Skills Centre link to Corporate Goals in respect of: 1,2,3,4,5, 8.

SMART targets for the Project:
Number to be referred into Me and My Learning: 500.

Total Employment outcomes: 50.

We aim to achieve the following outcomes by undertaking our project;

- 50 people into employment.
- 500 people engaged and motivated into undertaking training/learning
- 1770 targeted outcomes
- 125 completing a money management course
- 320 people undertaking digital access sessions to become more digitally independent
- 50% of those eligible who do not have a bank account creating a bank account through access to the project
- 50% of eligible clients using direct debits to pay bills. This will be monitored through using direct debits for rent and council tax.

Although we expect 500 individuals to be referred and engage with Me and My Learning, we expect the 1770 outcomes to be through multiple service involvement of 1 client, for instance 1 person could achieve 3.5 outcomes.

Supporting the Economic Development Strategy, delivery will be heavily linked, including raising aspirations, skill level and qualification level.

To ensure that delivery is kept in line with the Economic Development Strategy, and that it will benefit the Corporate goals, Key Objectives are outlined below.

1. Raise skill level within the Borough:

Within the pilot we anticipate to support 500 residents in all aspects of training.

Within the ESF Bid, we aim to refer 500 residents to be seen through Me and My Learning in the following areas;

Type of Support	Number referred	Number completed
Get a bank account if they do not have one	100% (eligible)	50%
Undertake money management course	250	125
Reduction in rent arrears	100% (eligible)	50%

Type of Support	Total referred	Total completing group work	Total completing 1-1 work
Homelessness	500	125	125
Drug and Alcohol Misuse	500	100	100
Learning Difficulties	500	50	50
Mental Health	500	125	125
Digital Access and Support	500	160	160
Healthy Families	500	400	100
Parenting Classes	500	400	100
Volunteering	500	70	70

Impact:

Residents engaged in the service will be more work ready, due to engagement with providers and business

Increased capability for residents to find work, due to understanding job search, and having raised qualifications levels

More desirable location to start/ move business due to workforce being skilled for business need.

Aspiration of decrease in rent arrears due to ability to manage finances. Each person with rent arrears, engaged in Phoenix House will pay their rent, plus £3 towards their debt weekly.

Decreased out of work benefit (reduction by 24 in pilot period) due to increase in employment, and coupled with qualification level, raising future employability, and therefore reduction in churn.

Society more motivated and resilient to self-manage.

Ability to help others, due to knowledge and understanding of public sector system through peer to peer support.

2 peer to peer support groups set up and operational by the end of the pilot period to support those seeking work, and those in work.

Ability to self serve, and therefore decrease in face to face time with staff.

Support for access to ICT to self-serve, through network of IT access throughout the Borough. Numbers accessing IT linked to Phoenix House.

Understanding of figures through the Universal Credit Pilot in the increase of the cohort least likely to self-serve accessing internet.

2. Employer Engagement.

Use as a method of engaging with Employers to support 'local jobs for local people'. Have business engage on monthly basis with talks to the those seeking work on getting a job, have a go days etc.

Ensure apprenticeship offer is available for business, and act as a signposting venue for business in recruitment need.

Impact:

Relationship with business, ability to support with training, courses and recruitment.

Business to have a 'Hands on" Day, or talk monthly.

Training and courses aligned specifically with business and thus increasing the potential to recruit.

Linked heavily to Employment and Skills Board to ensure planning and business are approached in a professional manner

Motivate local population to demonstrate that there are jobs, through Job Fairs, and Supporting colleges with events such as National Apprenticeship week.

Increase business confidence in local workforce, and therefore supporting expansion, and up skilling of workforce.

Complete surveys and 'on the ground' knowledge to support qualitative data that business is being supported.

Monitoring:

Monitoring will be inline with ESF requirements, and in addition we will focus on;

- Monitoring for the Individual
- Financial Monitoring
- Service Monitoring

Monitoring for the individual:

Through the development of Triage and Assessment, we will be able, to track their progress in relation to skills and qualifications.

They will be outcome monitored on completion of actions and movement towards work, with the ultimate goal being to gain employment (no timeframe on this outcome).

Single assessment of need (to sit alongside triage process) to understand individual need, and ensure root causes are managed to ensure sustainability.

Financial monitoring:
We have included a rental figure of £102,000 to achieve in the following 12 months of the ESF project to achieve financial sustainability for Phoenix House and the Project.

There will be monitoring to show financial impact through, out of work benefits, housing benefit and council tax support.

Service monitoring:

They will be monitored on staff resources time, e.g Customer Service contacts, ASB complaints.

Footfall into the centre- people independently engaging.
Referrals into the centre- from all partners engaged with the centre
Engagement in the services on offer within the centre, both those referred onto the programme, and those completing.

In addition to the monitoring that is mentioned below, each of the above targets will be monitored within the figures that are mentioned.

Phasing:

To ensure the sustainability of the project the Me and My Learning Centre is going to be developed in 3 Phases.

Phase 1: We have completed, running until the ESF begun on 1st February 2014, this is to develop the proof of concept.

Tying in the Sainsbury's learning into the proof of concept, this development stage will gain a better understanding of how to support the community through:
- Partner Event: explaining our vision to partners, how they can support, and any potential barriers they foresee. See Appendix A for feedback.
- Community Event: bringing together the community, and residents groups to engage with the Me and My Learning Centre. Find out what delivery they want,

and how they would like to become involved with delivery. This element will also include coming up with a name. See Appendix B for feedback.

- Consultation with staff on support they can offer, any barriers they see within the Project. Appendix C.
- Engage with business to ensure they align themselves to the concept of Me and My Learning Centre.
- Find sustainable funding to ensure that Me and My Learning is financially secure and able to grow with the concept, both with resources, and staffing capacity.

Phase 2: ESF Funded Period
- Full pilot for 14 months, with a significant evaluation period at 12 months, both through MBC and the University study.
- Use the pilot and evaluation to build a business plan for the future.

Phase 3: Post pilot period
Me and My Learning Centre launched with a new name, financially secure and functioning.

Part D – Project Management

D 1- Key Business Risks/Contingency Plans/Exit Strategy

Risks:
- East Midlands Councils gave notice to quit, they will be leaving after the 31.3.14

Loss of income from their rent.

- IT

We have included within the ESF bid for digital access and support services, including getting a company to come in and deliver all ICT services, this will include their own Wifi and Internet costs. Adult Learning would like to use Phoenix House for delivery, and to run a transitional job club.

- Impact on the Samworth Centre

Currently Samworth Centre does have the lease for LearnDirect, who will be moving into Phoenix House.
There will be a financial impact on Samworth Centre

- Managing the difference between Parkside and Phoenix House

Clear communication plan for staff and partners with regards to the difference between Parkside and Phoenix House.

Marketing plan will need to be clear and concise as to the benefits of both Parkside and Phoenix House.

The University study, and service monitoring will ensure that the financial risk of the project is adequately considered, and that the Project is able to become financial sustainable.

D 2 - Key Stakeholders

This section should identify the key stakeholders, both internal and external to Melton Borough Council, for example:

External Stakeholders
General Public –
1. Melton Borough Council: Children Centre Services, People Team, Places Team, Neighbourhood Management. *To co-ordinate services and provide enablers to help beneficiaries become more employment ready.*
2. Leicestershire County Council: Children and Young People, Youth Justice and Safer Communities. *Provide supporting services to enable beneficiaries become more employment ready and to identify appropriate referrals.*
3. JobCentre Plus: *To provide appropriate referrals and access to opportunities.*
4. Leicestershire and Rutland Probation Trust: *To provide appropriate referrals.*
5. HMP Leicester, Stocken, Peterborough and Glen Parva: *To provide appropriate referrals.*
6. Leicestershire Constabulary. *To provide appropriate referrals*
7. Voluntary Action Melton: *To provide volunteer opportunities.*
8. Melton Brooksby College: *To provide appropriate training courses.*
9. Grantham College: *To provide appropriate training courses.*
10. Local Businesses Melton. *To provide work placements and apprenticeship opportunities.*
Citizens Advice Bureau: *To provide additional support and advice to beneficiaries*

Building in place.

Implications to the public is that the service will support their training and employment needs.

Learning Forum .
The Media – Unsure

Internal Stakeholders
Finance –
Communities and neighbourhoods.
Legal Team
Finance Team
Property team
Report due to go to PFA

Legal –
Communities and Neighbourhoods

For guidance on their management strategies refer back to Step 2 – Prioritisation, page 16

D 3 - Communication Plan

- Gemma Ruigrok- Project Manager
- Jane Galilee- Project Support
- Ronan Browne- Project Sponsor
- Meetings at Transformation Board- twice monthly
- Weekly Project Management Meeting.
- Highlight reports to be undertaken for Transformation Board.

Communication with public will be completed through our Communications Team.

Members will be informed and updated through committee meetings

Partners will be updated at two monthly Partnership Delivery Group and the Locality Based Partnership Meeting.

D 4 - Project Controls

This section of the PID should highlight the key controls that have been put in place to aid the management of the project. This may include:

Quality Control

The project has developed in line with pilot projects to understand barriers, and any areas which could cause the project to fail, these include:

Disruption to the existing tenants
Partnership Approach to delivery within Phoenix House.
Developed relationship with partners and stakeholders
Business led training to lead to employment outcomes
Network of training providers to support in the training and development of residents.

Key Controls for Project Closure

The PID should include reference to the way in which the project will be closed and detail the way in which the hand over of accountabilities from the project to the appropriate business director will be managed.

With phasing the Me and My Learning Centre, we are able to control the need, delivery and spend. After the ESF funded period there will be a business case and financial stability. The evaluation mid-way through the pilot will provide key learning and inform the business plan post pilot period.

This report will then provide a new business case to sustain the project, or the project will be closed.

The Programme Board should control Closure and confirm in writing its acceptance that the project has been completed in line with the initial PID approval.

Appendix B2, – Standard Risk Management Template

Project Name:
Updated:

Col 1	Col 2	Col 3	Col 4	Col 5	Col 6	Col 7	Col 8	Col 9	Col 10	Col 11
Risk No.	Grade [red, amber, green]	Risk Owner	Cause	Potential Consequences	Current Score	Original Score	Movement [↔,↑,↓]	Current controls [working]	Adequacy of mitigation measures	Planned actions (For key risks only)
1	East Midlands Council	Jane Galilee	No further funding and so tenancy ceases	Loss of income for Phoenix House				Supporting East Midlands Council whilst they are in the building		Wait until it is clearer about the future of EMC
2	ICT	Gemma Sanders	Digitalisation is the way forward for benefits, however Leicestershire Libraries have asked we restrict ICT support due to the Libraries offer	Skill need within the Borough Not offering a large section of skills agenda				Currently no ICT offer at Phoenix Hosue		Discussion with LALS re: work club, peer to peer support and delivery
3	Managing the	Gemma Sand	There is overlay in partnership approach	Confusion for Staff and therefore				Discussion with Property and then All staff to		Partner event on 4th October

	Difference between Parkside and Phoenix House	ers/ Keith Aubrey		residents in the delivery at both				ensure they understand the difference and where to signpost people		Staff meeting to be planned for November 2013 to discuss Employment and Skills Agenda and Phoenix House.
4	Funding	Gemma Sanders	Currently awaiting funding outcome from DWP on £25,000					Looking at other funding options such as consortium funding.		5th September discussion with VAL for funding applications.
5	Risk of wider use of Phoenix House	Jane Galilee	Any further use of the site and impact this will have on Phoenix House as a Training Centre							
6	Auditing for the ESF Project	Gemma Ruigrok		Loss of the financial income				Business Partner to be recruited that is familiar with ESF and the claim process.		

Last updated:

Risk Number	This is the unique identification number given to each individual risk
Owner/project	Who is the risk owner and therefore responsible for ensuring the mitigation work is undertaken
Cause	This describes the existing, potential or perceived risk/threat to the project objectives
Consequence	The impact of the cause is often a chain of events that can impact on many stakeholders
Current score and original score	Based on the risk matrix, how is the risk likelihood scored e.g. A, B, C, D or E Based on the risk matrix, how is the impact scored e.g. 1, 2, 3 or 4 The original score is as per the first time it was raised.
Current mitigation	The existing measures that are in place to control /prevent the risk (risk mitigation)
Adequacy	An assessment on the suitability of the current mitigation measures (adequate, poor, good)