

# **GREATERLONDONAUTHORITY**

## **AGREEMENT FOR THE PROVISION OF FUNDING relating to the Haringey Employment Support Project**

**between**

**The Greater London Authority**

**-and-**

**Reed in Partnership Limited**

**THIS AGREEMENT** is made this                      day of                      2015

**BETWEEN:**

- (1) **THE GREATER LONDON AUTHORITY** whose principal offices are at City Hall, The Queen's Walk, London, SE1 2AA ("the GLA"); and
- (2) **REED IN PARTNERSHIP LIMITED** whose principal office is at Academy Court, 94 Chancery Lane, London, WC2A 1DT (Company Registration no: 00851645) (the Recipient)

**IT IS HEREBY AGREED THAT:**

**1. Background**

- 1.1 The Recipient requested funding from the Authority and provided to the Authority a proposal for the use of such funding. A copy of the Recipient's proposal is attached at Schedule 5 to this Agreement.
- 1.2 Under its powers under Sections 30 and 34 of the Greater London Authority Act 1999 to do anything it considers will facilitate or which is conducive or incidental to the promotion of wealth creation and economic development in Greater London, the Authority wishes to assist the Recipient in its Haringey Work Routes project, by the provision of the GLA Funding to the Recipient.
- 1.3 The Recipient's total costs of fulfilling the Project Objectives are three hundred ninety eight thousand and three hundred and seventy five pounds sterling (£ 398,375.00).
- 1.4 This Agreement sets out the terms and conditions upon which the Authority will make the funding available to the Recipient.
- 1.5 The provision of the GLA Funding amounts to a conditional gift and is therefore not subject to VAT. If, at any time, it is held by the UK government to be subject to VAT, then the Recipient agrees and acknowledges that the GLA Funding shall have included any and all applicable VAT.
- 1.6 In this Agreement capitalised terms shall have the meaning prescribed to them in Clause 18.

## **2. The Project Objectives**

- 2.1 The Recipient shall use the GLA Funding only to meet the Project Objectives in relation to the Project in accordance with this Agreement.
- 2.2 The Recipient hereby warrants that it has sufficient resources, including competent and qualified personnel, financial resources, premises and other resources as necessary, to meet the Project Objectives fully in accordance with this Agreement.
- 2.3 The Recipient shall:
  - (a) promptly and efficiently deliver the Project Objectives and complete the Project fully in accordance with this Agreement; and
  - (b) where the meeting of Project Objectives consists of the achievement of:
    - (i) Milestones, notify the Authority in writing immediately upon becoming aware that any Milestones are unlikely to be achieved fully in accordance with this Agreement; and
    - (ii) Project Outputs, notify the Authority in writing immediately upon becoming aware that any Project Outputs are likely to exceed or are likely to be less than the relevant agreed number of Project Outputs set out in the Output Related Funding Schedule.

## **2A. Designation of Funding**

- 2A.1 The Recipient's statutory chief finance officer or other officer validly authorised to act on his or her behalf has certified that all of the GLA Funding will be used solely as a contribution to revenue expenditure incurred in relation to the Project Objectives such certification being made on the basis that the Recipient's determination of such expenditure accords fully with all laws and best practice and on the basis that it will be recorded in the Recipient's accounts in this manner.

## **3. Duration of Agreement and Funding Breakdown**

- 3.1 This Agreement shall commence on the date at the head of this Agreement and, subject to the provisions for early termination set out in this Agreement, shall continue in force until 31 March 2017.

#### **4. Payment, Performance and Monitoring Arrangements**

- 4.1 Subject to the Recipient complying with all of the terms of this Agreement, the Authority shall pay to the Recipient a sum not exceeding the GLA Funding, such payments to be made in accordance with the Funding Schedule and this Clause 4. For the avoidance of doubt the Recipient shall not be permitted to make claims for GLA Funding designated as capital funding at Clause 18.15 and certified in accordance with Clause 2A in respect of revenue expenditure; nor for GLA Funding designated as revenue funding at Clause 18.15 in respect of capital expenditure.
- 4.2 Where Project Objectives are to be met on a:
- (a) Milestone basis the provisions of Part A of the Funding Schedule shall apply to and govern the Recipient's making of claims for and the Authority's making of payments of GLA Funding; and
  - (b) Project Output basis, the provisions of Part B of the Funding Schedule shall apply to and govern the Recipient's making of claims for and the Authority's making of payments of GLA Funding.
- 4.3 Clause not used.
- 4.4 Where this Agreement contains Milestones requiring the Recipient to undertake post-Project delivery monitoring and evaluation the Recipient shall do so evaluating the impacts and outcomes of the Project in accordance (as a minimum) the self evaluation template set out at Schedule 8.
- 4.5 The Recipient shall also make all documents of its Sub-Grantees, suppliers and sub-contractors available to the Authority upon demand and procure access to such persons for the Authority and/or its agents, contractors or servants at any time for inspection visits, audit and scrutiny of the involvement of such persons in or about the Project and their respective contributions to the Recipient's delivery of Milestones and/or Project Outputs.
- 4.6 For the avoidance of doubt the Recipient hereby acknowledges that no further funding shall be provided in respect of such evaluation and warrants that the GLA Funding is sufficient in this regard.

#### **5. Ineligible Expenditure**

- 5.1 Without prejudice to the fact that the Recipient must only use the GLA Funding for the purpose of meeting the Project Objectives, the Recipient must not use monies paid to it by the Authority under this Agreement for:
- a) activities or objectives not listed in Schedule 1 or 4;
  - b) recoverable input VAT incurred;

- c) any liability arising out of the Recipient's negligence or breach of contract;
  - d) payments for unfair dismissal, constructive dismissal or redundancy to staff employed on fixed term contracts signed after June 1996, where this arises in respect of the expiry of that term without it being renewed; and/or
  - e) the payment of any Ombudsman's award or recommendation as regards compensation for maladministration.
- 5.2 The list in Clause 5.1 is not exhaustive and other expenditure not listed in Clause 5.1 may also be ineligible for GLA Funding under the terms of this Agreement and various incorporated documents. The Recipient must consult the Authority if there is any doubt as to whether particular costs are eligible.

## **6. Financial Accountability**

- 6.1 The Recipient must ensure that the requirements set out in this Agreement, and in any clarification or guidance issued from time to time by the Authority, are complied with. In particular the Recipient shall:
- a) agree in writing in advance with the Authority any changes to any of the Project Objectives, Milestones and/or Project Outputs;
  - b) establish, implement and utilise effective monitoring and financial systems, so that as a minimum the costs funded by the GLA Funding can be clearly identified and the propriety and regularity of all payments and handling of the GLA Funding are ensured;
  - c) notify the Authority of the monitoring and financial systems in place, and comply with the Authority's reasonable requirements for these systems;
  - d) notify the Authority immediately if any financial irregularity in the use of the GLA Funding is suspected, and indicate the steps being taken in response. Irregularity means any fraud or other impropriety, mismanagement or use of funds for any purposes other than those approved;
  - e) notify the Authority immediately if any other financial irregularity is suspected, and indicate the steps being taken in response;
  - f) notify the Authority immediately if the Recipient is Insolvent, or if it has no reasonable prospect of avoiding Insolvency in the future;
  - g) keep a record of all Expenditure Incurred together with full supporting evidence including (without limitation) copy invoices clearly showing Expenditure Incurred on the Milestones and/or Project Outputs or in the absence of such invoices contract documents and transaction listings from the Recipient's finance management system and certified as true and

accurate records of such expenditure by the Recipient's Chief Financial Officer). All evidence of Expenditure Incurred such as original invoices, receipts, timesheets and other relevant documents must be kept for at least 6 years after the date of the Project;

- h) make (complying always fully with the requirements of the Data Protection Act 1998 and all applicable regulations) all relevant, data, information and documents available and provide access at any time for:
  - i) inspection visits and scrutiny of files by the Authority or anyone acting on their behalf or any other public body undertaking an audit function (whether by itself or its contractors, servants and/or agents); and
  - ii) an external audit and review of the Project Objectives, Milestones and/or Project Outputs and of financial appraisal and monitoring systems;

and cooperate fully with the Authority and/or anyone acting on their behalf or any other public body undertaking an audit function (whether by itself or its contractors, servants and/or agents) in this regard;

- i) retain and maintain data and systems required (in the reasonable opinion of the Authority) for the verification of the delivery of Project Objectives, Milestones and/or Project Outputs providing the Authority with copies of and access to the same upon request; and
- j) notify the Authority in writing of any change in the identity of the Recipient's Representative.

6.2 During its useful life no Capital Asset should be sold charged loaned or otherwise disposed of by the Recipient or cease to be used for the purposes of the Project without the prior written consent of the Authority which (if given) may be conditional on re-payment to the Authority of the relevant part of the GLA Funding and shall be subject to clauses 6.5 & 6.6 below.

6.3 The Recipient shall procure the maintenance of an insurance policy with an insurer of good reputation for every Capital Asset which must cover loss or damage for the full replacement value of those Capital Assets and (for the avoidance of doubt) in the event of any loss of or damage to any Capital Asset the Authority shall not be obliged to pay for its replacement or repair.

6.4 The Recipient shall keep a register of all Capital Assets which shall be accessible to the Authority its agents and auditors upon request at all reasonable times. Where the GLA Funding is used for the purchase of a Capital Asset such item or items must be included on the register of Capital Assets and the register shall include (for each Capital Asset):

- a) the date of purchase;
  - b) a description sufficient to identify it;
  - c) the purchase price excluding recoverable VAT;
  - d) any third party interests or charges over the Capital Asset;
  - e) the location of the documentation showing the Recipient's title to the Capital Asset; and
  - f) date of disposal and sale proceeds (net of VAT).
- 6.5 Where a Capital Asset is disposed of (subject always to the Authority having consented to such a disposal being made) the Authority shall require the Recipient to reimburse the Authority with the actual or estimated open market value of the Capital Asset at the time of disposal less any necessary sale expenses reasonably incurred or where the Capital Asset was partly funded by the GLA Funding the Authority may require the reimbursement of the percentage of the net sale value which represents the initial GLA Funding contribution to the purchase.
- 6.6 Unless otherwise agreed by the Authority all disposals of Capital Assets shall be at the best price reasonably obtainable based on an open market valuation evidenced in writing.
- 7. Breach of Conditions, Retention, Suspension, Withholding and Recovery of GLA Funding**
- 7.1 The Authority may at its absolute discretion reduce, suspend or withhold GLA Funding, or require all or part of the GLA Funding to be repaid and, at its option, terminate this Agreement by giving written notice to the Recipient (with such termination to take effect either immediately or at the end of such notice period as the GLA may stipulate), if:
- a) the Recipient fails to apply the Recipient's Contribution to meeting the Project Objectives, Milestones and/or Project Outputs;
  - b) the Recipient fails to deliver the Project or meet the Project Objectives, Milestones and/or Project Outputs and/or the delivery of the Project, Project Objectives, Milestones and/or Project Outputs is reasonably adjudged by the Authority to be unsatisfactory which shall include (without limitation) the Recipient's failure;
  - c) there is a substantial change to the Project, Project Objectives, Milestones and/or Project Outputs which the Authority has not approved, or any attempt is made to transfer or assign any rights, interests or obligations created under this Agreement or substitute any person in respect of any

such rights, interests or obligations, without the prior consent in writing of the Authority;

- d) any information provided in the application for funding or in a claim for payment or in subsequent or supporting correspondence is found to be incorrect or incomplete to an extent which the Authority reasonably considers to be material;
- e) the Recipient fails to comply with any of the terms and conditions set out in this Agreement;
- f) the composition, ownership or control of the Recipient changes, or the Recipient becomes Insolvent or is dissolved in any way;
- g) any other circumstances significantly affect the Recipient's ability to deliver the Project and/or meet the Project Objectives Milestones and/or Project Outputs or result in or are in the reasonable opinion of the Authority likely to lead to the Project and/or the meeting of the Project Objectives Milestones and/or Project Outputs as approved not being achieved completed;
- h) any of the events referred to in Clause 6.1 (e), (f) or (g) occur;
- i) insufficient measures are taken by the Recipient to investigate and resolve any financial irregularity or the Authority reasonably concludes the GLA Funding is at risk of being misapplied; and/or
- j) the Recipient fails to comply with the Authority's policies on sustainability and accessibility from time to time in place in undertaking activity pursuant to the Project including (without limitation) those comprised in the Mayor's London Plan;
- k) the Recipient fails to provide the Authority upon request with:
  - (i) copy invoices clearly showing Expenditure Incurred on the Milestones and/or Project Outputs or in the absence of such invoices contract documents and transaction listings from the Recipient's finance management system and certified as true and accurate records of such expenditure by the Recipient's Chief Financial Officer; or
  - (ii) documentary evidence verifying (in the opinion of the Authority) the delivery of the Project Objectives, Milestones and/or Project Outputs;
- l) the acts or omissions of the Recipient, its contractors, agents, servants of any persons receiving grant funding from the Recipient might (in the opinion of the Authority) conflict with the objectives of the Authority, bring the Authority into disrepute or adversely affect the reputation of the



Authority.

- 7.2 The Recipient shall notify the Authority immediately and provide the Authority with a full written explanation, if any of the circumstances in Clause 7.1 above arise.
- 7.3 If the Authority becomes entitled to exercise its rights under Clause 7.1, it may nevertheless decide not to exercise those rights, or not to exercise them to the fullest extent possible, or to delay in exercising those rights. Any decision not to exercise the Authority's rights under Clause 7.1, or to exercise them only partially or to delay in exercising them, may be made on conditions which will be notified to the Recipient provided always that any such decision by the Authority shall not prevent the subsequent enforcement of any subsequent breach of that provision, and shall not be deemed to be a waiver of any subsequent breach of that or any other provisions.
- 7.4 The Authority may also in addition to but without prejudice to its rights under Clauses 7.1 to 7.3 (inclusive) and at its sole discretion terminate this Agreement at any time by giving two calendar months' notice in writing to the Recipient.
- 7.5 In the event that the Authority exercises its right to terminate this Agreement under:
- a) Clause 7.1:
    - i) the relationship of the parties shall cease and any rights granted under or pursuant to this Agreement shall cease to have effect save as (and to the extent) expressly provided for in this Clause 7.5;
    - ii) any provision which expressly or by implication is intended to come into or remain in force on or after termination shall continue in full force and effect;
    - iii) the Recipient shall promptly return to the Authority or dispose of in accordance with the Authority's instructions all information, other data and documents and copies thereof disclosed or supplied to the Recipient by the Authority pursuant to or in relation to this Agreement; and
    - iv) the Recipient shall repay to the Authority such amounts of the GLA Funding paid to the Recipient prior to termination as it deems appropriate;
  - b) Clause 7.4:
    - i) Clauses 7.5(a)(i) to (iii) (inclusive) shall apply; and
    - ii) the Authority shall pay the Recipient a pro-rated sum calculated by reference to Expenditure Incurred on or before the expiry of the notice period in respect of which notice is served under clause 7.4 and for which it has yet to invoice the Authority provided always that

the Recipient provides the Authority with an invoice for the same with all supporting documentation required by the GLA in accordance with Clause 4 of this Agreement and the Funding Schedule.

- 7.6 Where the Authority exercises its right to reduce, suspend or withhold GLA Funding, or require all or part of the GLA Funding to be repaid pursuant to Clause 7.1, where the sums in question relate to GLA Funding paid in respect of Project Outputs the GLA Funding may be re-calculated based on the revised maximum number of Sustained Outcomes deemed achievable by the Authority (at its discretion) and multiplied by the Overall Unit Cost, regardless of the associated value of the volume of prior Project Outputs achieved at the date on which the GLA notifies the Recipient of its exercise of its Clause 7.1 rights provided always that the Authority reserves the right to apply an alternative methodology to re-calculate the GLA Funding amount.

## **8. Procurement and State Aid**

- 8.1 All procurement of works, equipment, goods and services shall be based on value for money and suitable skills and experience and conducted:
- a) using a fair and transparent documented decision making process taking account of public sector accountability and probity;
  - b) in accordance with all relevant law including the Public Contracts Regulations 2006 and underlying European Union Procurement Directives if applicable. For the avoidance of doubt:
    - (i) 3 or more written quotations must be sought in respect of purchases with values between £5,000.00 and £125,000.00 (inclusive); and
    - (ii) an advertised competitive tender exercise (in accordance with the Public Contracts Regulations 2006 where the thresholds therein are met/exceeded) must be conducted in respect of purchases with values exceeding £125,000.00; and
  - c) in accordance with government best practice relating to procurement practices and procedures; and
- 8.2 In accepting and disbursing the GLA Funding the Recipient shall comply with all applicable European Union rules on State Aid and shall ensure that all requirements for the application of the Block Exemptions or notification and approval by the Commission under such rules are met.
- 8.3 Unless otherwise notified by the Authority when utilising the GLA Funding to fund Relevant Aid to a Relevant Enterprise under the Project (whether directly by the Recipient itself or by funding the Relevant Enterprise in question to do so) the Recipient shall ensure that such aid is provided as “de minimis aid” in accordance with the De Minimis Aid Exemption.

- 8.4 In order to prevent any single Relevant Enterprise receiving aid in excess of the De Minimis Threshold (whether under the Project or otherwise from the Authority or any other public body or public source) the Recipient shall:
- a) obtain a completed De Minimis Disclosure Form from the enterprise before allowing it to participate in the Project, providing it with any Relevant Aid or releasing any funding to it;
  - b) only provide Relevant Aid to a Relevant Enterprise when satisfied that doing so will not raise the total amount of Relevant Aid received by that enterprise from the Authority or any other public body or public source above the De Minimis Threshold;
  - c) maintain copies of the De Minimis Disclosure Forms and information about the amount and nature of the Relevant Aid provided for a period (in each and every case) of ten financial years after the date on which the Relevant Aid is provided to the enterprise in question; and
  - d) permit the Authority its auditors and agents access to the Minimis Disclosure Forms and to any other related records and information it considers necessary for assessing whether relevant State Aid rules have been complied with within ten (10) working days of a request for the same which the Authority may then disclose to the Department of Business Innovation and Skills and European Commission.
- 8.5 The Recipient shall notify the Authority when the value of Relevant Aid provided under the Project to any single Relevant Enterprise reaches the Relevant Aid Trigger Point in order that if the Recipient envisages that Relevant Enterprise's continued participation in the Project the Authority may consider what measures will have to be implemented to ensure that any further Relevant Aid received by the Relevant Enterprise complies with State Aid rules including (without limitation) directing the Recipient:
- a) not to provide the Relevant Enterprise with any further Relevant Aid;
  - b) to utilise the Block Exemptions or any other applicable exemption or European Commission notification and approval procedure.
- 8.6 If the Authority directs it to do so the Recipient shall itself complete a De Minimis Disclosure Form in respect of any portion of the GLA Funding utilised by the Recipient that the Authority considers to be Relevant Aid to the Recipient as a Relevant Enterprise and shall fully cooperate with the Authority in utilising the Block Exemptions or any other applicable exemption or European Commission notification and approval procedure to comply with State Aid rules.
- 8.7 The Authority reserves the right to vary the requirements relating to State Aid in line with changes to relevant European legislation from time to time.

- 8.8 The Authority may monitor the Recipient's compliance with the requirements of this clause 8 (where applicable) and for the avoidance of doubt any failure to comply with such requirements (where applicable) shall be deemed a breach of a material term or condition of this Agreement for the purposes of clause 7.1(d).

## **9. Publicity and Intellectual Property**

- 9.1 The Recipient shall ensure that, where appropriate, publicity is given to the Project and the fact that the Authority is financially supporting the Project. In acknowledging the contribution made by the Authority, the Recipient must comply with any guidance on publicity provided by the Authority and the Authority's logos (in the form set out in Schedule 3) shall be used wherever possible.
- 9.2 All publicity generated by the Recipient referring to the Mayor of London and/or the Authority including (without limitation) all press and media releases must be approved in writing at least two weeks in advance of any release of publicity material (in any form) by the Authority's Representative. The Recipient shall also ensure that any proposals for any launch or other related publicity activity are approved in writing by the Authority at least one month before the date of such proposed launch or other related publicity activity.
- 9.3 The Recipient shall ensure that it does not by its own actions or omissions, or those of its contractors or agents, harm the Authority's reputation or bring the Authority into disrepute.
- 9.4 If any part of the GLA Funding is used directly or indirectly to purchase or develop any Intellectual Property Rights then the Recipient shall take all necessary steps to protect such rights and hereby grants a perpetual, royalty-free license to the Authority to use the same for the purposes related to and connected with policies, initiatives and campaigns related to or connected with the Authority's discharge of its statutory duties and powers.

## **10. Agency**

- 10.1 The Recipient is not and shall in no circumstances hold itself out as being the agent or partner of the Authority.
- 10.2 The Recipient is not and shall in no circumstances hold itself out as being authorised to enter into any contract on behalf of the Authority, or in any other way to bind the Authority, to the performance, variation, release or discharge of any obligation or power; or to make any statement on behalf of the Authority (unless approved in writing in advance).
- 10.3 The employees of the Recipient are not, shall not hold themselves out to be, and shall not be held out by the Recipient as being, employees of the Authority for any purpose whatsoever.

## **11. Amendment**

The Recipient understands that amendments to this Agreement may be necessary in accordance with instructions and guidance issued by the Authority. No amendment to this Agreement shall be effective unless it is in writing and signed by or on behalf of each of the parties hereto, but the Recipient shall comply with any formal procedures for amending agreements which the Authority may have in place from time to time, and shall not unreasonably withhold or delay its consent to any amendment proposed by the Authority.

## **12 Review, Consultation and Final Report**

- 12.1 In preparation for each of the Review Meetings (as that term is defined in Clause 12.2), the Recipient shall not less than 7 days before the date of the relevant Review Meeting submit to the Authority a report detailing the Recipient's activities in relation to meeting the Project Objectives, Milestones and/or Project Outputs.
- 12.2 The Recipient and the Authority shall meet to review the progress of the Project and the meeting of the Project Objectives, Milestones and/or Project Outputs ("Review Meeting") from time to time on a regular basis, at such times as agreed by the parties. Review Meetings will be organised by the Authority.
- 12.3 The agenda for the Review Meeting (which shall be attended by the Recipient's Representative) shall be informed by the Recipient's claims for payment and Project Monitoring Forms and shall include but not be limited to:
  - a) the progress and delivery of the Project, Project Objectives, Milestones and/or Project Outputs, any risks which may have any cost, funding, programme delay or quality implications and/or which may affect the delivery of the Project Objectives, Milestones and/or Project Outputs or any part thereof fully in accordance with this Agreement and the action the Recipient proposes to take to prevent and/or mitigate such risks adversely affecting the Recipient's ability to deliver the Project Objectives, Milestones and/or Project Outputs;
  - b) the Recipient's proposals for publicising, branding and acknowledging the Authority's funding of the Project; and
  - c) any revisions that may be necessary to the Project Objectives, Milestones and/or Project Outputs for whatever reason.
- 12.4 Any variations to this Agreement that appear to be necessary as a result of a Review Meeting shall be made in accordance with Clause 11.
- 12.5 In addition to the Review Meetings, throughout the term of this Agreement, the Recipient shall:

- (a) cooperate fully with and provide the Authority and its agents, servants and contractors with all information and assistance that it reasonably requests from time to time including (without limitation) participating in and supporting the Authority's evaluation of the Project and the Authority's Mayor's Regeneration Fund programme and/or Employability Performance Ratings Framework activities; and
- (b) procure that its agents, servants and contractors cooperate fully with and provide the Authority and its agents, servants and contractors with all information and assistance that it reasonably requests from time to time including (without limitation) participating in and supporting the Authority's evaluation of the Project and the Authority's Mayor's Regeneration Fund programme and/or undertake Employability Performance Ratings Framework activities in respect of the Recipient's contractors and/or other third parties to whom it awards grant funding in respect of which the Recipient makes claims for GLA Funding.

### **13. Compliance with Legislation and Policies**

- 13.1 The Recipient shall ensure that it, and anyone acting on its behalf, complies with the law for the time being in force in England and Wales, and in particular:
  - a) shall take all necessary steps to secure the health, safety and welfare of all persons involved in or attending the Project; and
  - b) shall have in place appropriate equal opportunities and complaints policy/procedures and shall not unlawfully discriminate against any person.
- 13.2 The Recipient warrants that it has or will obtain the necessary authority (legislative or otherwise) to deliver the Project.
- 13.3 Without prejudice and in addition to clauses 13.1 and 13.2 the Recipient:
  - (a) shall comply with all relevant enactments in force from time to time relating to discrimination in employment and the promotion of equal opportunities;
  - (b) acknowledges that the Authority is under a duty under section 149 of the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination on the grounds of sex or marital status, race or disability (as the case may be) and to promote equality of opportunity between persons of different racial groups and between disabled people and other people (as the case may be). In undertaking any activity concerning the Project the Recipient shall assist and cooperate with the Authority where possible in satisfying this duty;
  - (c) acknowledges that the Authority is under a duty under section 404(2) of the Greater London Authority Act 1999 to have due regard to the need to:

- (i) promote equality of opportunity for all persons irrespective of their race, sex, disability, age, sexual orientation or religion;
  - (ii) eliminate unlawful discrimination; and
  - (iii) promote good relations between persons of different racial groups, religious beliefs and sexual orientation,
  - (iv) and undertaking any activity concerning the Project, the Recipient shall assist and co-operate with the Authority where possible to enable the Authority to satisfy its duty; and
- (d) shall assist and co-operate with the Authority where possible with the Authority's compliance with its duties under section 1 and section 149 of the Equality Act 2010 as and when section 1 and/or section 149 come into force, including any amendment or re-enactment of section 1 or section 149, and any guidance, enactment, order, regulation or instrument made pursuant to these sections;
- (e) shall if required by the Authority , ensure that the Project shall incorporate and be carried out in accordance with the Responsible Procurement Policy in which case, if requested by the Authority, the Recipient shall develop a responsible procurement plan (the "Recipient's Responsible Procurement Plan") setting out how the Recipient intends to carry out the Project in accordance with the Responsible Procurement Policy, and the Recipient shall submit the Recipient's Responsible Procurement Plan to the Authority for approval, such approval not to be unreasonably withheld. The Authority shall monitor the Recipient's compliance with this clause 13.5 and the Recipient's Responsible Procurement Plan, and any failure to comply with such requirements shall constitute a material breach of this Agreement; and
- (f) shall if relevant to the Project be fully responsible for complying with all obligations on the part of the "client" contained in the Construction (Design and Management) Regulations 2007 and the Recipient shall indemnify the Authority in respect of all liabilities which the Authority may incur or suffer in relation to such Regulations.

## **14. Liability and Insurance**

- 14.1 The Recipient shall be liable for and shall indemnify and keep indemnified the Authority from and against any loss or damage incurred and any injury (including death) suffered and all actions, claims, costs, demands, proceedings, damages, charges and expenses whatsoever brought against the Authority and arising in connection with the management (including financial management) and delivery of the Project to the extent that such loss, damage, injury (including death), actions, claims, costs, demands, proceedings, damages, charges and expenses are due to the negligence of the Recipient or the default of the Recipient in carrying out its

obligations under this Agreement.

- 14.2 The Recipient shall ensure that at all material times it maintains in force policies of insurance with an insurance company of long-standing and good repute in respect of:
- a) public liability for a minimum amount of five million pounds sterling (£5,000,000.00) in respect of any one occurrence or a series of occurrences arising out of any one event; and
  - b) such other insurance as may be required in order to fulfill the conditions of this Agreement including (without limitation) employers liability insurance for the statutory minimum amount of cover.
- 14.3 The Recipient shall on the written request of the Authority from time to time allow the Authority to inspect and/or provide the Authority with evidence that it has all necessary policies of insurance in place.

## **15. Data Protection, Freedom of Information, Confidentiality and Transparency**

- 15.1 The Recipient shall ensure that at all times it complies with its obligations under this Agreement in a manner so as to comply with the Data Protection Act 1998 including (without limitation) the maintenance of an appropriate registration with the Information Commissioner and complies in all respects with the provisions of the Data Protection Act 1998 and all applicable regulations.
- 15.2 The Freedom of Information Act 2000 (FOIA) gives a general right of access to information held by a public authority. Subject to any exemptions applicable, the Recipient shall co-operate fully with the Authority as reasonably requested by the Authority in respect of any request for information made to the Authority in connection with this Agreement pursuant to the FOIA .
- 15.3 Subject to Clauses 15.2, 15.4 and/or 15.5 the parties shall keep confidential any information exchanged between the parties which either party has specified as confidential or which would be likely to prejudice the interests of either party commercially or otherwise.
- 15.4 The obligations under Clause 15.3 above shall not apply to:
- (a) information which at the time of disclosure is in the public domain;
  - (b) information which is required to be disclosed by law;
  - (c) information which is disclosed with the consent of the disclosing party.
- 15.5 The Recipient acknowledges and agrees that the Authority:



- (a) is subject to the Transparency Commitment and accordingly, notwithstanding Clause 15.3 the Recipient hereby gives its consent for the Authority to publish the Agreement Information to the general public; and
- (b) the Authority may in its absolute discretion redact all or part of the Agreement Information prior to its publication. In so doing and in its absolute discretion the Authority may take account of the exemptions/exceptions that would be available in relation to information requested under FOIA (as defined in Clause 15.2 above). The Authority may in its absolute discretion consult with the Recipient regarding any redactions to the Agreement Information to be published pursuant to this Clause 15.5. The Authority shall make the final decision regarding publication and/or redaction of the Agreement Information.

15.6 For the avoidance of doubt in the event that the Authority consents to the Recipient's disposal or cessation of use in the Project of any Capital Asset (pursuant to Clause 6.2) the Recipient shall ensure all data collected used or in any way related to or connected with the Project is erased (so that it cannot be recovered there from) from the Capital Assets to which such consent relates.

## **16. Entire Agreement**

This document sets out the entire agreement between the parties and supersedes all prior oral or written agreements, arrangements or understandings between them. The parties acknowledge that they are not relying on any representation, agreement, term or condition, which is not set out in this Agreement.

## **17. Force Majeure**

- 17.1 Either party shall notify the other in writing of any Force Majeure event as soon as it is aware of it.
- 17.2 Neither party shall be in breach of the Agreement by reason of any Force Majeure event. Each party shall bear their own costs arising as a consequence of the Force Majeure event.

## **18. Definition of Terms**

In this Agreement the following terms shall have the following meanings:

- 18.1 **"Agreement Information"** means (i) this Agreement in its entirety (including from time to time agreed changes to the Agreement) and (ii) data extracted from the claims made under this Agreement which shall consist of the Recipient's name, the expenditure account code, the expenditure account code description, the document number, the clearing date and the claim amount;
- 18.2 **"Authority's Representative"** means any person nominated by the Authority from time to time to be its representative for any matters relating to this Agreement.

- 18.3 **“Block Exemptions”** means as the context requires the De Minimis block exemption (EC Regulation 1998/2006) SME Aid block exemption (EC Regulation 70/2001 as amended) Training Aid block exemption (EC Regulation 68/2001 as amended) Employment Aid block exemption (EC Regulation 2204/2002 as amended) and/or Regional Aid block exemption (EC Regulation 1628/2006).
- 18.4 **“Certificate of Output Delivery”** means the certificate to be completed and submitted to the Authority in accordance with part B of the Funding Schedule, in the form set out Schedule 10 as amended by the Authority from time to time.
- 18.5 **“De Minimis Aid Exemption”** means the De Minimis block exemption (EC Regulation 1998/2006).
- 18.6 **“De Minimis Disclosure Form”** means the form attached at Schedule 6 or such other disclosure form as the Authority may on the giving of notice to the Recipient require it to use.
- 18.7 **“De Minimis Threshold”** means the ceiling on Relevant Aid provided under the De Minimis Block Exemption to a Relevant Enterprise as more particularly set out in the De Minimis Disclosure Form.
- 18.8 **“Capital Asset”** means any item of equipment or other asset which has a purchase value of one thousand and five hundred pounds sterling (£1,500.00) or more and which on the date of its purchase by the Recipient has a useful life of more than three (3) years and is purchased wholly or partly out of the GLA Funding.
- 18.9 **“Employability Performance Ratings Framework”** means an annual employability performance rating which has been developed for use by funders and providers of skills and employment services, full details of which can be found on the Greater London Authority’s website.
- 18.10 **“Expenditure Incurred”** means expenditure connected with the Project in respect of which the Recipient has received relevant goods and services, or in respect of which it has entered into contractual obligations, for which payment has been made or is due to be made.
- 18.11 **“Financial Year”** means the Authority’s annual accounting year which commences on 01 April and ends on 31 March in each year.
- 18.12 **“Financial Year Estimate Claim”** means the claim that the Recipient shall submit to the Authority by 4 March each Financial Year which will confirm actual Project Outputs delivered pursuant to the Project to date, plus a prudent estimate of all outstanding Project Outputs to be delivered pursuant to the Project to the end of that Financial Year (31 March).
- 18.13 **“Force Majeure Event”** means any of the following: riot, civil unrest, war, act of terrorism, threat or perceived threat of act of terrorism, fire, earthquake,

extraordinary storm, flood, abnormal weather conditions or other natural catastrophe or strikes, lock-outs or other industrial disputes to the extent that such event has materially affected the ability of the Party relying on the Force Majeure Event ("Affected Party") to perform its obligations in accordance with the terms of the Agreement but excluding any such event insofar as it arises from or is attributable to the wilful act, omission or negligence of the Affected Party or the failure on the part of the Affected Party to take reasonable precautions to prevent such Force Majeure Event or its impact.

18.14 **"Funding Schedule"** means the schedule of payments set out in Schedule 4 to this Agreement.

18.15 **"GLA Funding"** means a sum of up to three hundred ninety eight thousand and three hundred and seventy five pounds sterling (£ 398,375.00), all of which is revenue funding to be paid to the Recipient by the Authority in accordance with the terms and conditions of this Agreement.

18.16 **"Insolvent"** means:

- where the Recipient is an individual (or if more than one individual than any one of them):
  - (a) the subject of a bankruptcy petition;
  - (b) is the subject of an application for an interim order under Part VIII of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002;
  - (c) enters into any composition, moratorium or other arrangement with its creditors, whether or not in connection with any proceeding under the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002; and
- where the Recipient is a body corporate (or if more than one body corporate than any one of them):
  - (a) a proposal for a voluntary arrangement is made under Part 1 of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or the Directors of the Recipient resolve to make such a proposal;
  - (b) a petition for an administration order is presented under Part II of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or the Directors of the Recipient resolve to present such a petition;

- (c) a receiver (including a receiver under section 101 of the Law of Property Act 1925 or manager or administrative receiver of its property (or part of it) is appointed;
  - (d) a resolution for its voluntary winding up is passed under Part 1V of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or a meeting of its creditors is called for the purpose of considering that it be wound up voluntarily (in either case, other than a voluntary winding up whilst solvent for the purposes of and followed by a solvent reconstruction or amalgamation);
  - (e) a petition for its winding up is presented to the court under Part IV or by virtue of Part V of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or a resolution is passed that it be wound up;
  - (f) an application is made under section 895 of the Companies Act 2006 or a proposal is made which could result in such an application;
  - (g) entry into or a proposal to enter into any arrangement, moratorium or composition (other than any referred to above) with its creditors; or
  - (h) the dissolution or removal from the Register of Companies of the Recipient or it ceasing to exist (whether or not capable of reinstatement or reconstruction).
- 18.17 **“Intellectual Property Rights”** means copyright, patents, registered and unregistered trade marks, registered and unregistered designs and all other industrial and intellectual property rights anywhere in the world whether registered or unregistered and including any applications for any of those rights
- 18.18 **“Milestones”** means the milestones for the Recipient’s fulfillment of the Project Objectives set out in Schedule 2.
- 18.19 **“Output Related Funding”** means the GLA funding paid in respect of Project Outputs as set out in Part B of Schedule 4.
- 18.20 **“Outputs Value Return”** means the return confirming Outputs delivered in a quarterly claim period and cumulatively from which, using the Unit Rates, the claim amount for the Quarter will be calculated as well as the cumulative amount claimed to date in the form set out at part (b.1) of Schedule 7 as amended by the Authority from time to time.
- 18.21 **“Overall Unit Cost”** means the total Output Related Funding divided by the number of Sustained Outcomes. The overall unit cost for Haringey Work Routes

project is three thousand one hundred and eighty seven pounds sterling (£3,187.00).

Where the Authority exercises its right to reduce, suspend or withhold GLA Funding, or require all or part of the GLA Funding to be repaid pursuant to Clause 7.1, where the sums in question relate to GLA Funding paid in respect of Project Outputs the GLA Funding may be re-calculated based on the revised maximum number of Sustained Outcomes deemed achievable by the Authority (at its discretion) and multiplied by the Overall Unit Cost, regardless of the associated value of the volume of prior Project Outputs achieved at the date on which the GLA notifies the Recipient of its exercise of its Clause 7.1 rights provided always that the Authority reserves the right to apply an alternative methodology to re-calculate the GLA Funding amount.

- 18.22 **Participant Data Form"** is the report which will includes all data regarding participants in the Project and the stages of their progression entered by you in accordance with Schedule 7 (b.2).
- 18.23 **"Project Outputs"** means the outputs including the Sustained Outcomes to be met by the Recipient as set out in Schedule 1 and/or 4 any annexure thereto and any amendment thereto agreed between the parties in accordance with clauses 11 and 12, and to be carried out in accordance with the undertakings set out in Schedule 1.
- 18.24 **"Project "** means the Haringey Employment Support project.
- 18.24 **"Project Monitoring Form"** means the form to be completed and submitted to the Authority by the Recipient under paragraph 1(a) of Part A of the Funding Schedule and which shall take the form of the template set out at part (a) of Schedule 7.
- 18.25 **"Project Objectives"** means the objectives, outputs and outcomes to be met by the Recipient as set out in Schedule 1 any annexure there to and any amendment thereto agreed between the parties in accordance with clauses 11 and 12, and to be carried out in accordance with the undertakings set out in Schedule 1.
- 18.26 **"Recipient's Representative"** means the representative of the Recipient responsible for ensuring the effective delivery and management of the Project.
- 18.27 **"Relevant Aid"** means any financial or non-financial aid or assistance provided to a Relevant Enterprise incusing (without limitation) any capital or revenue grant

payments any diagnosis and/or consultancy services and/or training services provided to a Relevant Enterprise and/or its employees at less than market value and subsidies towards the normal operating costs or the enterprise any guarantees against any of its liabilities and loans charged at less than market interest rates (in the case of novel or contentious forms of aid and assistance the Recipient should seek the Authority's advice).

- 18.28 **"Relevant Aid Trigger Point"** means unless the Authority notifies the Recipient otherwise the value of the Euro equivalent (at the date of this Agreement) of fifty thousand pounds sterling (£50,000.00) of Relevant Aid provided by the Recipient to a Relevant Enterprise within the last three consecutive financial years.
- 18.29 **"Relevant Enterprise"** means an entrepreneur sole trader partnership firm of business (whether incorporated or not) or other body (public or private) undertaking activities of a commercial character or conducted with a view to profit or providing goods and services in an environment for which there is a commercial market but (for the avoidance of doubt) excluding aid and assistance to children young people and adults in education unemployed persons apprentices persons on work placements and employees where the Relevant Aid provided does not directly assist their employer.
- 18.30 **"Responsible Procurement Policy"** means the GLA Group Responsible Procurement Policy in place from time to time and the current version of which can be obtained from <http://www.london.gov.uk/rp/policy/>.
- 18.31 **"Schedule"** means a schedule to this Agreement which shall form part of this Agreement as if set out here.
- 18.32 **"Statement of GLA Funding Expenditure"** means the statement to be provided by the Recipient to the Authority in accordance with section 1 of Part B of the Funding Schedule setting out full details of Expenditure incurred on the Project and in respect of which claims for GLA Funding have been made [in the previous Financial Year], which shall be accompanied by copy invoices clearly showing Expenditure Incurred on the Project Outputs or in the absence of such invoices contract documents and transaction listings from the Recipient's finance management system and certified as true and accurate records of such expenditure by the Recipient's Chief Financial Officer in the form set out in Schedule 10 as amended by the Authority from time to time.
- 18.33 **"Sub-Grantee"** means any person which the Recipient funds in whole or in part from the GLA Funding.
- 18.34 **"Sustained Outcomes"** means sustained employment for 26 weeks or sustained progression for 26 weeks as set out at Schedule 11.
- 18.35 **"Transparency Commitment"** means the transparency commitment stipulated by the UK government in May 2010 (including any subsequent legislation) in

accordance with which the Authority is committed to publishing its agreements, contracts, tender documents and data from invoices and claims received.

- 18.36 **“Unit Rates”** means the values associated with each specific Project Output as set out at Schedule 2.

**IN WITNESS OF THE ABOVE** the parties have executed this Funding Agreement as a deed on the date written at the head of this document.

**The Corporate Seal** of the )  
**GREATER LONDON AUTHORITY** )  
Hereto affixed is authenticated by: )

.....  
(Signature of Authorised Signatory)

.....  
(Print Name)

.....  
(Date)

.  
**EXECUTED as a Deed by REED IN PARTNERSHIP**

by its duly authorised signatories:

.....  
(Signature of Authorised Signatory)

.....  
(Print Name)



## Schedule 1

### **Project Description**

Reed in Partnership (Reed) will work with our partner, the Tottenham Hotspur Foundation to deliver the Haringey Employment Support Project (HESP) which we will brand as HARINGEY WORK ROUTES.

**OBJECTIVES:** The overall aim of our project is to support Haringey residents (aged 16+) to secure sustainable employment & progress in work in line with the wider objectives of the Tottenham Employment and Skills Plan and the Tottenham Strategic Regeneration Framework. We will achieve our overall objective through: 1) Personal & Tailored Support: participants will be able to benefit from a range of interventions, delivered by both Reed and Tottenham Hotspur Foundation (e.g. accredited courses) that they can select to create their Bespoke Training Plan (BTP). 2) Dedicated 1-1 Support: each participant will have a dedicated Employment Adviser (EA) who will build a trusting relationship & support & challenge the participant in their journey. 3) In-Work Support: participants will be supported by their EA whilst in-work to ensure they are equipped with the right skills to remain in work and progress further to achieve (as a minimum) the London Living Wage. 4) Employer Offer: we will offer employers a free high quality recruitment service to secure project buy-in and source suitable vacancies for our participants.

**GEOGRAPHY:** We have designed our project to achieve full geographic coverage, as well as focusing engagement and delivery in the identified target wards (e.g. Northumberland Park, Seven Sisters and Tottenham Hale) through delivery at community locations. Our project will achieve this by being delivered from: Reed's existing office in Tottenham Green; Tottenham Hotspur Foundation sites in Bruce Grove & Northumberland Park'; and outreach at referral partner offices (e.g. Tottenham JCP).

**OUTCOMES:** We have designed our project to achieve the following outcomes: 500 eligible referrals onto our Project; 475 (95%) completing the 30 hours of tailored activities; 180 (32%) finding and securing work; & 125 (25%) sustaining employment for 26 weeks.

## **Schedule 2**

### **Part A**

#### **Milestone Schedule**

**Not applicable**

**Part B**  
**Outputs and outcomes**

Enrolling onto the programme and receiving Initial Information, Advice and Guidance (IAG)	500
Participants completing 30 hours of activity which moves them towards employment	475
Entering Employment	180
Progression (Entering Employment at or above the London Living Wage)	20
Sustaining Employment for 26 out of 32 weeks.	112
Sustaining Progression (Employment paying at or above the London Living Wage for 26 out of 32 weeks).	13

## **Schedule 3**

### **The Authority's Logos**

**MAYOR OF LONDON**

## **Schedule 4**

### **Funding Schedule**

GLA funding payment terms

#### **Part 1: Maximum Sum**

**£398,375.00** ("Maximum Sum")

#### **Part 2: Grant distribution**

<b>Financial Year</b>	<b>£</b>
Current Financial Year (2014/15)	£19,918.75
Subsequent Financial Year (2015/16)	£175,406.61
Subsequent Financial Year (2016/17)	£203,049.64

#### **Part 3: Grant Payment Terms**

1. Subject to the provisions of this Agreement, the Authority shall pay funding not exceeding the GLA Funding to the Recipient as follows:

##### **1.1 Advance Payment**

The Authority will pay the Grantee the sum of £19,918.75 of the GLA Funding upon receipt of this duly executed Agreement.

##### **1.2 Payments in arrears**

Refer to Output Related GLA Funding clauses below

## **Part A (Not applicable)**

### **Milestone Related GLA Funding**

1. On achievement of the Milestones, the Recipient shall submit a claim form in the form set out at Schedule 7 (with supporting evidence of Expenditure Incurred on the Project Objectives including copies of third party invoices, and/or contract documents and transaction listings from the Recipient's finance management system and certified as true and accurate records of such expenditure by its statutory chief financial officer (which shall mean where the Recipient is a London borough council including, without limitation, the Royal Boroughs, the City of Westminster and Corporation of London, the officer of the Recipient who is responsible for the proper administration of its financial affairs pursuant section 151 of the Local Government Act 1972 (Recipient's Chief Financial Officer)) to the Authority for the appropriate amounts as set out in the Funding Schedule for the relevant Milestone such claims to be accompanied by:
  - (a) a written report detailing progress in meeting the Project Objectives and the application of the Recipient's Contribution to the Project Objectives with such evidence and other information as the Authority may reasonably require (in the form of the Monitoring Forms set out at Schedule 7); and
  - (b) such other evidence and information as the GLA may require from time to time (as set out in the Funding Schedule or otherwise).
2. The Authority shall make payment to the Recipient, or as otherwise directed in accordance with the Funding Schedule, within 30 days of receipt of a valid invoices which the Recipient may issue following the approval by the Authority of valid claim forms submitted in accordance with paragraph 1 above.
3. If the report referred to in Clause 6.1(g) of this Agreement shows that the GLA Funding paid to the Recipient as at the date of the report is in excess of the total Expenditure Incurred by the Recipient for the achievement of the Project Objectives, then the Recipient shall repay that excess amount to the Authority forthwith and in all circumstances no later than 30 days following the approval of the report by the Authority in accordance with Clause 6.1(g) of this Agreement. Without prejudice to this obligation, the Authority may recover this excess by reduction of any funding still to be paid under this Agreement, or by set off against any other money due or to be due from the Authority to the Recipient.

### **Milestone Funding Schedule**

## **Part B**

### **Output Related GLA Funding**

1. The Recipient shall complete and submit to the Authority, within 14 days of the end of each quarter (quarters commencing on 1 April 2015, for the term of this Agreement, a:
  - (a) completed Outputs Value Return (in the form set out at part B of Schedule 7 as amended by the Authority from time to time). The Recipient shall ensure that all Outputs claimed meet the eligibility criteria as specified in Schedule 11 (Programme/Project Output Definitions & Evidence Requirements);
  - (b) written report detailing progress in meeting the Project Outputs and the application of the Recipient's Contribution to the Project together with such evidence and other information as the Authority may reasonably require such other documentation and information as the GLA may require from time to time (in the form of the Monitoring Forms set out at Schedule 7);
  - (c) such other evidence and information as the GLA may require from time to time (as set out in the OVR or otherwise).
  - (d) in addition and without prejudice to the forgoing provisions of this paragraph 1 the Recipient shall prepare and submit to the Authority an end of Financial Year Estimate Claim which shall confirm actual Outputs delivered pursuant to the Project to date and the associated drawdown of GLA Funding and provide a prudent estimate of all outstanding Outputs to be delivered pursuant to the Project to the end of that Financial Year (31 March) no later than 4 March in each Financial Year in respect of which GLA Funding has been or is to be sought;
  - (e) the Recipient shall no later than fifteen (15) Working Days after the end of a Financial Year in respect of which GLA Funding payment has been or is to be sought submit to the Authority a fourth quarter actual claim indicating actual Outputs delivered in the fourth quarter (January-March) of the previous Financial Year;
  - (f) as soon as reasonably practicable after the end of each Financial Year in respect of which GLA Funding payment has been or is to be sought and by such date as the Authority shall specify (provided always that such date shall be no later than 31 July in the Financial Year immediately succeeding that Financial Year (the "Final Statement Date")) the Recipient shall submit to the Authority a Certificate of Output Delivery which shall confirm actual Outputs delivered and the associated drawdown of GLA Funding.
2. The Authority shall make payment to the Recipient in accordance with the Funding

Schedule, within 30 days of receipt of a valid invoice which the Recipient may issue following the approval by the Authority of valid claim forms submitted in accordance with paragraph 1 above provided always that Recipient hereby acknowledges and agrees that in any event the Authority shall not pay any claim(s) for the final ten percent (10%) of the GLA Funding until it is satisfied, having conducted any final monitoring and/or verification exercises which it considers, in its absolute discretion, necessary or otherwise.

3. The Recipient shall only include in any claims made in respect of Outputs made under this Agreement sums calculated in accordance with the Unit Rates for delivered Project Outputs as set out in this Output Related Funding Schedule and which meet the eligibility criteria as specified in Schedule 11.
4. If the Certificate of Output Delivery shows that the GLA Funding paid to the Recipient as at the date of the submission exceeds the Project Outputs delivered in the period to which the Certificate of Output Delivery relates, then the Recipient shall repay that excess amount to the Authority forthwith and in all circumstances no later than 30 days following submission of the Certificate of Output Delivery to the Authority. Without prejudice to this obligation, the Authority may recover this excess by reduction of any funding still to be paid under this Agreement, or by set off against any other money due or to be due from the Authority to the Recipient.
5. In accordance with the guidance set out in the Output Definitions & Evidence Requirements document (Schedule 11 of this Agreement), the Recipient shall retain data and systems needed for verification of each Output that has been delivered. This information shall be reviewed by the Authority at review meetings in accordance with Clause 12 of this Agreement.



## **Schedule 5**

### **Proposal**

**Agreed Proposal comprising: Project Application Form, Payment Trigger Calculator, Project Risk Register, Project Delivery Plan and Statement of Requirements**

**Schedule 5- PART 1 - PROJECT APPLICATION FORM**

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# MAYOR'S REGENERATION FUND

HARINGEY EMPLOYMENT SUPPORT PROJECT

FULL APPLICATION FORM

**CLOSING DATE FOR SUBMISSION OF APPLICATIONS: 16  
DECEMBER 2014 (12:00)**

SUPPORTED BY  
**MAYOR OF LONDON**

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## **Completing this document**

Please read all of the questions carefully.

- Section A does not attract any score (although it should be noted sub-section (iii) information will be used to undertake due diligence checks which may prove determinative), but the information that you provide in these questions are important to the GLA, and without the answers we will not be able to progress your application.
- Section B is the Selection Stage. All Questions must be answered and only the 15 top scoring applicants from this stage will progress and have section C scored.
- Section C is scored, and the weighting, maximum score and maximum percentages allocated to each question are shown in the table in Section E on pages 38-41.

You must also complete the Declaration in Section D on page 37.

Each question is included in its own box, but scorers should be aware that the space to answer each question in the scored section, (and in some of the other questions within the application form), has been restricted so applicants are encouraged not to over elaborate on the answers they give, and so that it is clear to both applicants and scorers which parts of answers supplied will attract marks. If you write too much in an answer box, it will not be visible, and will not be able to be scored. Please check that all of your answers can be viewed before you submit your application form, as the GLA will not allow edited versions to be submitted after the deadline.

Ensure that you answer each question, and that the answer that you give relates to each specific question only. Marks will not be allocated to answers that are included in the space for one question when they relate to another elsewhere in the document.

When a question asks 'why' you think your approach is appropriate, you should consider, as appropriate, either (i) using examples from delivery you have previously been engaged in, or (ii) referring to research or examples of work carried out elsewhere.

Scored answers are set to default to Arial font, point size 10, although you may construct your answers in a suitable font and point size in a separate word document and then paste the content into the appropriate point in the application form. This will change the settings of your text to Arial font, point size 10. However, if you choose this option please ensure that the entirety of your answer is visible.

The document should be saved in Microsoft Word in a version no later than 2003.

## **Opportunity to ask questions**

Any questions relating to the application must be submitted to the GLA between 12.00 on 05 November 2014 and 17:00 on 14 November 2014 via email to [HaringeyEmploymentMRF@london.gov.uk](mailto:HaringeyEmploymentMRF@london.gov.uk). Questions via other media will not be permitted. All questions and their answers will be posted on the GLA website in order to inform all applicants.

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The GLA cannot advise applicants about the answers they intend to submit regarding their specific project proposal in their Application.

### **Submission of Applications**

Applications must be submitted by post to Aminata Diaby, Senior Project Officer, Post Point 19A, 4th Floor, City Hall, Queen's Walk, SE1 2AA, or hand delivered to the collection point in the reception area of City Hall, Queen's Walk, SE1 2AA.

Applications must be marked **"CONFIDENTIAL"** and **"This envelope contains an Application for the Haringey Employment Support Project"**, but must not indicate the name of the submitting organisation or consortia.

**The closing date for submission of applications and accompanying documents (by post or hand delivery) is 16 December 2014 at 12:00.**

Applications sent by post must be sent recorded delivery so that the applicant retains confirmation of the delivery date and time. Applicants' hand delivering applications will be given a receipt confirming the delivery date and time.

**Applications received after the deadline will not be considered.**

### **How the GLA will score applications**

Details of how the GLA will manage the scoring process can be found in Section 4 of the Prospectus.

Individual questions in Section C are weighted to represent the importance that the GLA attach to answers, and a table of questions, weighting, maximum scores, and the maximum percentage that each question can achieve, is shown on pages 38-41.

Scores will be awarded to individual questions in Section C in accordance with following principals;

3	An answer that demonstrates a good understanding and addresses the defined requirements
2	An answer that demonstrates a reasonable understanding and addresses the majority of the GLA defined requirements
1	An answer that demonstrates little understanding of the question and/or addresses few of the GLA defined requirements
0	An answer that demonstrates little or no understanding of the question and/or addresses none of the GLA defined requirements

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**IMPORTANT – ALL YOUR ANSWERS MUST FIT THE SPACE ALLOCATED. ANY TEXT THAT EXCEEDS THE ALLOCATED SPACE WILL NOT BE ASSESSED.**

**SECTION A – INFORMATION – NOT SCORED**

<b>(i) INFORMATION ABOUT YOUR PROJECT</b>	
This an application for Grant Offer:	Haringey Employment Support Project
What is the title of your project?	
Proposed Project Start Date?	
Proposed Project End Date?	

In the space available, please give a brief summary of your project, to include objectives, geography, and outcomes:

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**(ii) INFORMATION ABOUT YOUR ORGANISATION AND PARTNERS**

Are you applying as; a) On behalf a consortium the members of which will assume joint and several liability under any funding agreement b) On behalf of a consortium where you alone will assume sole liability under any funding agreement c) A Sole Lead Applicant without subcontractors or sub-grantees	
Applicant Organisation Name	
Applicant Organisation Name(s) for funding agreement (if different)	
Applicant Organisation Address for correspondence	
Applicant Organisation Address(es) for funding agreement (if different)	
Organisational Status (for example; Company Limited by Guarantee, Listed Company, Registered Charity, Local Authority)	
Company Registration Number (if appropriate)	
Registered Charity Number (if appropriate)	
Contact Name	
Position in Organisation	
Telephone Number	
Facsimile Number	
Email Address	

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Please list all other organisations that will be directly involved in the delivery of your project (i.e. with whom you will have some form of formal or informal agreement, whether they are paid or unpaid)

(Note: Any organisation listed will be required to confirm their involvement on a Partnership Declaration Form which you must enclose with this application. If you are awarded any funding and seek to engage with additional paid partners after this application is submitted, you will be required to procure their services through a competitive process, and you will require the GLA's approval to involve them in your project).

Please list any other organisations that will be informally involved (i.e. who will provide ad hoc services) in the delivery of your project.



### **(iii) DUE DILIGENCE DOCUMENTATION**

Please note - In order for the GLA to carry out the Due Diligence checks they will make prior to agreeing to the award of a Grant Agreement, the following documentation must accompany this application. Failure to supply all of the mandatory documentation will result in the application not being scored, and not progressing for consideration of funding.

Please confirm that you have enclosed the following documentation with your application;  
(for **ALL APPLICANTS**)

A copy of the most recent signed audited accounts <b>or</b> a copy of the most recent accounts signed by an independent and qualified accountant, to include a full set of notes to the accounts, Directors' report, balance sheet, statement of the organisation's turnover, profit & loss / income & expenditure (not abbreviated) and cash flow position for the most recent full year of trading / operations, where this information is not available in audited form. (Yes/No)	
--	--

A statement of the organisation's cash flow forecast for the current year (Yes/No)	
--	--

The organisation's budget for the current year (Yes/No)	
---	--

Financial Regulations - to include procurement rules (Yes/No)	
---	--

Budgeted allocation of funding within the project or a budget detailing which activities within the recipient's organisation will be funded, containing line details of proposed expenditure (e.g. staffing costs, stationery and publicity)	<b>THIS WILL BE INCORPORATED INTO THE PAYMENT TRIGGER CALCULATOR</b>
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Evidence of Public Liability Insurance (Yes/No)	
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Evidence of Employer's Liability Insurance (Yes/No)	
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### **(for PARENT COMPANIES ONLY)**

A written Parent Company Guarantee (Yes/No)	
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### **(for CONSORTIUMS WHERE ALL MEMBERS WILL BE JOINTLY AND SEVERALLY LIABLE ONLY)**

Consolidated Financial Accounts for the consortium (to be submitted by the Lead Partner). (Yes/No)	
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### **(iv) OTHER DOCUMENTATION**

Please confirm that you have enclosed the following documentation with your application;  
(for **ALL APPLICANTS**)

Two fully completed, identical, printed Full Application Forms, with one copy as a minimum signed by an authorised signatory; (Yes/No)	
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Two fully completed, identical, printed copies of the Payment Trigger Calculator, with one copy as a minimum signed by an authorised signatory; (Yes/No)	
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One fully completed electronic copy of the Full Application Form in Microsoft Word (and saved as no later than a 2003 version) on either CD or non-encrypted USB memory stick and identical to the printed copies provided; (Yes/No)	
<b>(iv) OTHER DOCUMENTATION (continued)</b> Please confirm that you have enclosed the following documentation with your application; <b>(for ALL APPLICANTS)</b>	
One fully completed electronic copy of the Payment Trigger Calculator, in Microsoft Excel (and saved as no later than a 2003 version) on either CD or non-encrypted USB memory stick and identical to the printed copies provided; (Yes/No)	
One fully completed printed Certificate of Bona Fide Application signed by an authorised signatory; (Yes/No)	
One fully completed printed Partnership Declaration Form for each partner involved in the delivery of the project signed by an authorised signatory; (Yes/No)	
One fully completed, identical, printed Risk Assessment Templates, annotated with the name of your organisation and project title, with one copy as a minimum signed by an authorised signatory; (Yes/No)	
One fully completed electronic copy of the Delivery Plan Template in Microsoft Word (and saved as no later than a 2003 version) on either CD or non-encrypted USB memory stick and identical to the printed copies provided; (Yes/No)	
One fully completed electronic copy of the Risk Assessment Template in Microsoft Word (and saved as no later than a 2003 version) on either CD or non-encrypted USB memory stick and identical to the printed copies provided; (Yes/No)	
A copy of your organisations Health and Safety Policy (if you have less than five employees, please select N/A); (Yes/No/Not Applicable)	
A copy of your Sustainable Development Policy (if available); (Yes/No)	
If you do not have a Sustainable Development Policy at the time of submitting your application, can you confirm that you will have one by the time delivery starts on your project? (Yes/No)	
Copies of any appropriate Quality Accreditations that you hold; (Yes/No/Not Applicable)	

<p>Will any of the partners involved in your project deliver accredited training as part of this project? (Yes/No)</p> <p>If yes;</p> <ul style="list-style-type: none"> <li>• have you provided the latest copies of appropriate common inspection frameworks? (Yes/No)</li> <li>• have you provided the latest copies of appropriate evidence of centre accreditation? (Yes/No)</li> </ul>	
<b>(v) OTHER CONFIRMATIONS</b>	
<p>Please confirm that this grant application will remain open for a minimum of 120 days from the date that it is received by the GLA; (Yes/No)</p>	
<p>Please confirm whether you have read the information contained in the Grant Offer Statement of Requirements and Prospectus; (Yes/No)</p>	
<p>Please confirm whether you have specifically read the information contained in Section 5 of the Prospectus (Conditions of Applying); (Yes/No)</p>	
<p>Please confirm that you have read the situations set out in Regulation 23 of the Public Contracts Regulations 2006 (found at <a href="http://www.legislation.gov.uk/uksi/2006/5/regulation/23/made">http://www.legislation.gov.uk/uksi/2006/5/regulation/23/made</a>) and understand the implications of any situation applying to you; (Yes/No)</p>	

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## FUNDING AND TARGETS – NOT SCORED

### (i) Funding

The GLA will confirm the amount of money that you are applying for in order to deliver your project from cell R31 of the “Cost of Delivering the Project” tab of the Payment Trigger Calculator that you have submitted with this application form. Please ensure that this figure is accurate.

The GLA will confirm the Maximum Project Value that you would be able to deliver if additional funding became available during the lifetime of the project if you maintained the same conversion rates, and were paid at the same unit values as those proposed in the Payment Trigger Calculator from cell R35 of the “Cost of Delivering the Project” tab of the Payment Trigger Calculator that you have submitted with this application form. Please ensure that this figure is accurate.

### (ii) Participants volumes

The GLA will confirm the volumes of participants proposed to achieve the following outputs/outcomes from the following cells of the “Volumes and Conversion rates” tab of the Payment Trigger Calculator that you have submitted with this application form. Please ensure that this figure is accurate.

Volume Cell

Conversion  
Rate % Cell

Enrolling onto the programme and receiving Initial Information, Advice and Guidance (IAG)

Participants completing 30 hours of activity which moves them towards employment

#### Entering Employment,

Entering Employment

Entering Employment at or above the London Living Wage (progression)

#### Sustaining Employment, for 26 out of 32 weeks

Sustaining Employment for 26 out of 32 weeks.

Sustaining Employment paying at or above the London Living Wage for 26 out of 32 weeks (sustained progression).

<b>(iii) What percentage of your participants do you anticipate coming from the following Equality groups?</b>	<b>%</b>
Participants from Ethnic Minorities	%
Participants who are Disabled or who have health conditions	%
Female Participants	%
Parents (including lone parents)	%
Young People (aged 24 and under)	%
People in low paid employment (paying below the London Living Wage)	%

<b>(iv) What % of your participants do you envisage will come from which of the following two geographical areas</b>	<b>%</b>
Priority wards: Bounds Green, Bruce Grove, Harringay, Hornsey, Noel Park, Northumberland Park, Seven Sisters, St Ann's, Stroud Green, Tottenham Green, Tottenham Hale, West Green, White Hart Lane, Woodside	%
All the remaining wards (not listed above) in Haringey	%

## SECTION B – SELECTION QUESTIONNAIRE

All questions must be answered. A 'Yes' or No' answer is required for all mandatory questions and if an incorrect response is provided for a mandatory question, your application will not be considered further.

Mandatory Question	Question	Enter Yes/No	Enter relevant option
Y	1.1 The GLA can only pay Grantees via the BACS. Can you receive payments by the BACS, or will you be able to by the time the delivery period starts?		
Y	1.2 Can you confirm that you will meet the GLA'S requirements for all relevant insurance relating to the delivery of this specification? 1 - Employers Liability £2m 2 - Public Liability £5m		
Y	1.3 Please read the Due Diligence guidance in Section 4 of the "GLA Haringey Employment Support Project ". If shortlisted, can you confirm that you can provide <u>all</u> of the required documentation?		
Y	1.4 Do any of the situations set out in Regulation 23 of the Public Contracts Regulations 2006 apply to your organisation? (Details of Regulation 23 can be found at <a href="http://www.legislation.gov.uk/ukxi/2006/5/regulation/23/made">http://www.legislation.gov.uk/ukxi/2006/5/regulation/23/made</a> )		
Y	1.5 Is your organisation or any of its directors/partners/proprietors in a state of bankruptcy, insolvency, compulsory winding up, receivership, composition with creditors, or subject to relevant proceedings?		
Y	1.6 During the last 12 months, has your organisation met all of your obligations to pay your creditors and staff?		
Y	1.7 During the last 12 months, have you met the terms of your banking facilities and loan agreements?		
Y	1.8 Do you have a Health & Safety Policy that is reviewed at least every 12 months? (If you have fewer than five employees, please answer 'yes')		

Y	1.9	Successful applicants will be required to ensure that Disclosure and Barring Service (DBS) checks are undertaken for all persons (including volunteers) (as considered reasonable in line with Governmental guidance – <a href="http://www.crb.gov.uk">www.crb.gov.uk</a> ), engaged with the funded project. This includes (without limitation) the personnel of sub-contractors and/or sub-grantees, who are required to work with children or vulnerable people as part of their project. Can you confirm that all appropriate checks will be place before the commencement of delivery?		
Y	1.10	Do you have equality policies that address the requirements arising from the Equality Act (2010) for; 1. Age 2. Disability 3. Gender 4. Race		
Y	1.11	Do you have equality policies that address the requirements arising from the Equality Act (2010) for; 1. Age 2. Disability 3. Gender 4. Race		
Y	1.12	If required, could you provide evidence to support the answers you have given in this questionnaire?		
N (Info Only)	1.13	Is the applicant organisation a charity or a community-based not-for-profit organisation which is formally constituted and can evidence this on request?		
N (Info Only)	1.14	If applicable, would your ultimate holding company be prepared to guarantee your contract performance as its subsidiary? (If not applicable, please answer 'yes')		
N (Info Only)	1.15	In the last three years have you had any contracts terminated for poor performance, or any contracts where damages have been claimed by the client? If yes, please explain in the space provided.		
N (scored)	1.16	Have you (or your partners) previously delivered an Employability Programme to this client group? 1. Yes 2. No		

N (scored)	1.17	Has your partnership delivered projects which link with; 1. Training providers? 2. Employers? a - One of the above b - Both of the above c - None of the above		
N (scored)	1.18	Have you or your partners previously delivered projects that have provided support to people such that they have entered into employment for: a) up to 13 weeks b) up to 26 weeks c) none of the above		
N (scored)	1.19	Have you previously delivered a project where you have been paid by results? 1. Yes 2. No		
N (scored)	1.20	Have you or your partners previously delivered a project in areas with high market levels of deprivation such as Haringey (defined as a local authority area with an out of work benefits claim rate above the current (February 2014) English average of 10.3%)? 1. Yes 2. No		
N (scored)	1.21	Do you have a quality system, either formal or informal, for checking and recording the quality of work delivered, or will you put one in place by the time the delivery period starts? 1- Yes 2- No		
N (scored)	1.22	Do you have an active mechanism in place to minimise your environmental impacts, such as an Environmental Policy? (If you have fewer than 5 employees, please answer yes)". 1. Yes 2. No		



<p>N (scored)</p>	<p>1.23</p> <p>Do you have systems in place that meet the project requirements and are able to effectively track and manage the following outputs and outcomes;</p> <ol style="list-style-type: none"> <li>1. Enrolment of participants</li> <li>2. Delivery of training</li> <li>3. Entry into employment</li> <li>4. 26 weeks sustained engagement in employment</li> <li>5. Entry in employment paying at, or above, the London Living Wage (progression)</li> <li>6. 26 weeks sustained engagement in employment paying at, or above, the London Living Wage (sustained progression)</li> </ol> <p>a - Two of the above?  b - Three of the above?  c - Four of the above?  d - Five of the above?  e - All six of the above?  f - None of the above?</p>		
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## SECTION C – YOUR PROPOSAL – SCORED QUESTIONS

### Value for Money

1. Explain why the volumes proposed for 26 week sustained outcomes are realistic and appropriate

### Value for Money

2. Explain why your proposed conversion rates for participants who are enrolled, enter employment, and sustain for 26 weeks are realistic and appropriate.

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**Value for Money**

3. Explain your rationale for the required levels of investment in your project costs that you have indicated in the 'Cost of Delivering the Project' tab of the Payment Trigger Calculator submitted with the application form.

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**Development**

4. What are the key project stages through which your participants will progress, and what 'activities' will be made available to participants at each stage; from enrolment through to entry into employment and sustained engagement? How will you support, and for how long will you work, with participants at each of these stages?

**Development**

5. How does your project intend to complement and enhance, without duplicating, activities offered by statutory services and/or other local deliverers.

---

**Development**

6. What evidence do you have to support that your proposed methodologies will deliver the intended benefits for this cohort of people?

**Development**

7. How will you identify the appropriate clients for this project? How will you engage with the client groups in order to retain participation and secure sustained employment outcomes?

- 
8. How will you identify and support participants in low paid employment (below the London Living Wage) to progress into higher paid employment (at or above the London Living Wage)?

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**Development**

9. How will you deliver a service that prepares, and provides, the adequate skills for participants to secure sustained employment?

**Development**

10. How will you ensure that your participants are recruited from across the full range of wards identified in the Prospectus?

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**Development**

11. What are the key barriers that you anticipate the client groups will face on the project?  
How will you identify the needs of individuals, and how will you address those needs?

**Development**

12. Explain the exit strategy of the project once the GLA funding has come to an end with reference to how you will manage expectations and relationships with your participants and strategic partners? How will you ensure the sustainability of the project?



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**Development**

13. How will you and strategic partners identify appropriate participants, including those with the greatest needs?

**Development**

14. What do you anticipate would be the key barriers for the target groups to engage with the project? How will you address them?

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**Development**

15. How will you promote your project to potential participants, and how will you ensure that the clients that you recruit meet the eligibility requirements indicated in the SOR?

**Development**

16. Outline your Induction process, explaining what will be covered, and when and how the various stages will be delivered.

---

**Development**

17. How will you measure and record a participant's progress against their bespoke training plan?  
Who will be involved at which stage in the participant's journey, and how often will this occur?

**Development**

18. How will you ensure that the proportional spread of clients at recruitment is reflected in  
engagement with employment and sustained engagement at 26 weeks?

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**Development**

19. How will you engage with employers to encourage them to open up access to your participants, and how will you ensure that this matches the preferences of your client group?

**Development**

20. How will you identify appropriate progression routes for your employed participants and how will you work with employers to support your participants to progress into sustained higher paid employment?

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**Development**

21. Please carry out a risk assessment of the issues and mitigations that the project may face during its lifetime, and record your responses in the Risk Assessment Template, (see separate template).

**Development**

22. Explain how you will review the risks that will affect the success of your project, and the processes that you will put in place to assess and mitigate those risks.

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**Development**

23. Outline the experience you and/or your partners have of delivering an employment project in areas with high levels of labour market deprivation such as Haringey (defined as a local authority area with an out of work benefits claim rate above the current (February 2014) English average of 10.3%)

**Delivery**

24. Provide a delivery plan detailing the key milestones that will be achieved during the lifetime of the project, and the start and end dates for each milestone (see separate template).

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**Delivery**

25. Explain the role of all partners listed in Part A of this application form, both formal and informal, in relation to the management and delivery of the project, why they were chosen, and what strengths they bring to your partnership.

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**Delivery**

26. Provide an Organogram which verifies the titles and volumes of the key staff at the applicant and any consortium members where applicable, (please attach a separate sheet of paper, headed with your Organisation Name, Grant Offer Code and Project Title)

**Delivery**

27. Explain the role of the key staff indicated in all Organograms, outlining their roles (and caseloads where appropriate) at each stage of the client journey during the delivery of the project.

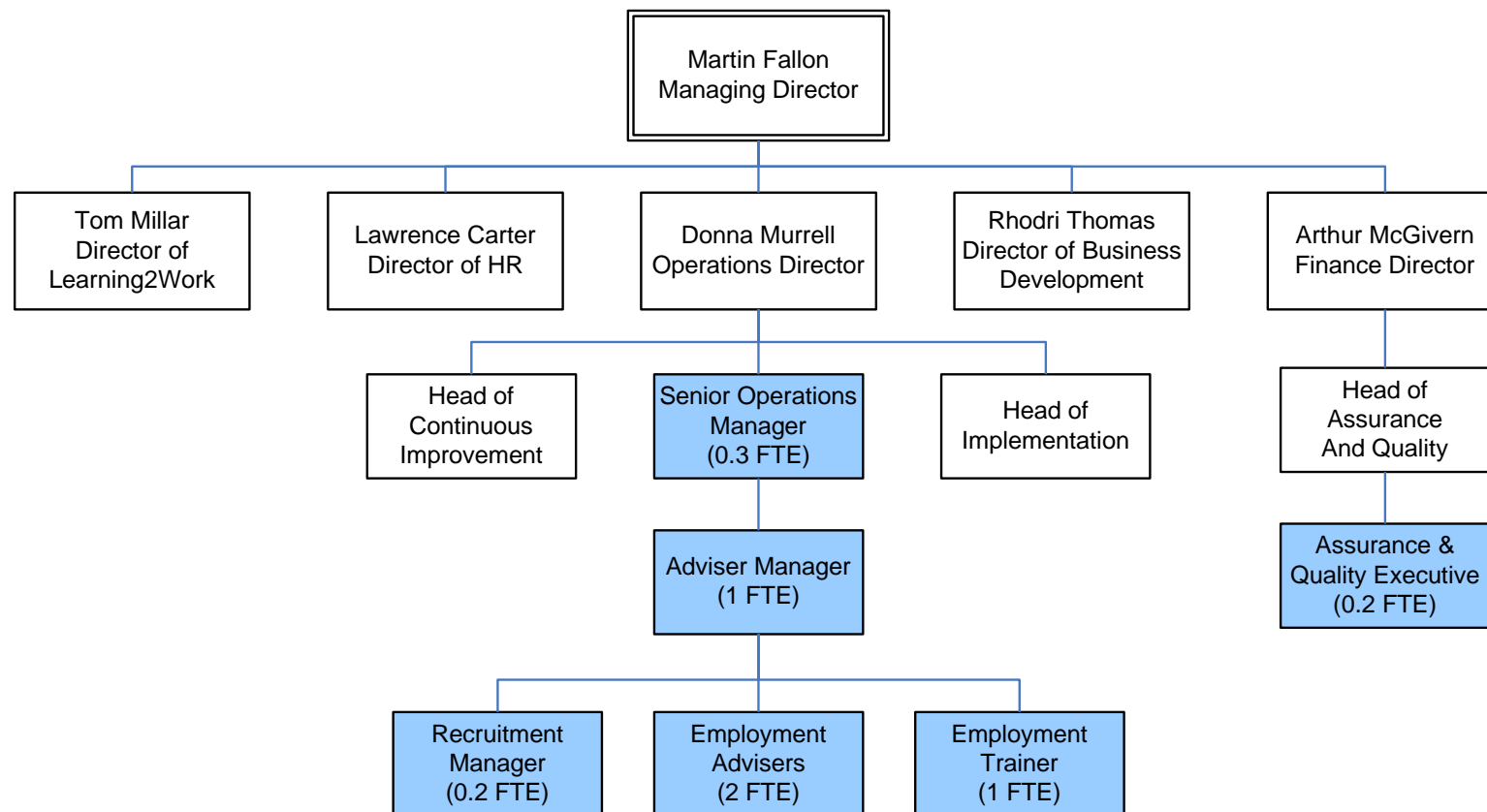


**Question 26: Provide an organogram which verifies the titles and volumes of key staff at the applicant and any consortium members where applicable.**

**Company:** Reed in Partnership

**Grant Offer Code:** TBC

**Project Title:** Haringey Work Routes



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**Delivery**

28. How will this structure assist the project to address slippage and deliver the proposed outcomes whilst adhering to the conversion rates that you have proposed in the 'Volumes and Conversion rates' tab of the Payment Trigger Calculator submitted with the application form.

**Delivery**

29. What processes will you put in place to ensure that your partnership communicates effectively throughout the lifetime of the project, and how frequently will this occur?

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**Delivery**

30. Explain the actions you will take to ensure that your project is capable of achieving its objectives and outcomes if one of your partners withdraws from the partnership?

**Delivery**

31. How you intend to publicise the success of your project, and how you will ensure that your publicity adheres to GLA guidelines?

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**Cross Cutting Themes**

32. How you will ensure that the requirements of your policies, including Equalities, Sustainability and Health, are communicated to your staff, partner staff (if appropriate) and project participants and what will you put in place to verify that they are adhered too?

**Cross Cutting Themes**

33. How will you (and your sub-grantees if appropriate) positively promote and encourage equal opportunities, and how you will prevent discrimination based on sex, racial or ethnic origin, disability, or age (within the partnership if appropriate)?

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**Cross Cutting Themes**

34. How will you (and your sub-grantees if appropriate) positively promote and encourage sustainable development and how your project has integrated social, economic and environmental considerations in its development?

**Cross Cutting Themes**

35. How will you promote Health and its benefits to your participants?

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**Cross Cutting Themes**

36. Explain the methodology you will use to measure the effectiveness of your Policies, and the process that you will embed to review and update your Policies to reflect any enhancements identified?

**Cross Cutting Themes**

37. Name the key staff responsible for Health & Safety, their role and the qualifications that they hold in order to undertake the role.

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**Cross Cutting Themes**

38. How are Health & Safety responsibilities, including risk assessments and incident reporting, communicated and documented to key staff and employees & participants?

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## SECTION D – DECLARATION

I \_\_\_\_\_ (*name*) am an authorised representative of \_\_\_\_\_ (*organisation name*).

To the best of my knowledge, the information provided in this application form is correct. I confirm that any funding awarded by the Greater London Authority will be used exclusively for the purposes described.

Furthermore, \_\_\_\_\_ (*organisation name*) agrees that, if successful in this application, it will make all records, documents and financial information relating to this project available for inspection by the Greater London Authority or its representatives at any point during or after the lifetime of this project to ensure that satisfactory audit trails are in place.

I/We agree that this application shall remain open to be accepted by the GLA and shall not be withdrawn for a period of one hundred and twenty (120) days from this date.

And I/We further undertake to execute a grant agreement in the form set out at the time of the invitation (with all relevant information and requirements of the project to be incorporated by the GLA).

I/We understand that the GLA will not enter into negotiations in respect of the Grant Agreement but that it does reserve the right to make amendments as it deems necessary. I/We agree that the GLA will not make any payment of the Grant until the GLA's Grant Agreement has been executed and the GLA has received a valid claim form.

<b>Signed</b>	
<b>Position</b>	
<b>Date</b>	



## PART E – SCORES AVAILABLE FOR SECTION C BY QUESTION

Section C will be scored against the following framework;

Q. No	Questions	Weighting	Maximum Score Available	Maximum %
	Value for Money			
1	Explain why the volumes proposed for 26 week sustained outcomes are realistic and appropriate.	2	6	2.5%
2	Explain why the proposed conversion rates for participants who are enrolled, enter employment, and sustain for 26 weeks are realistic and appropriate.	4	12	5.0%
3	Explain your rationale for the required levels of investment in your project costs that you have indicated in the 'Cost of Delivering the Project' tab of the Payment Trigger Calculator submitted with the application form.	2	6	2.5%
	Development			
4	What are the key project stages through which your participants will progress, and what 'activities' will be made available to participants at each stage; from enrolment through to entry into employment and sustained engagement? How will you support, and for how long will you work, with participants at each of these stages?	2.5	7.5	3.1%
5	What evidence do you have to support that your proposed methodologies will deliver the intended benefits for this cohort of people?	2	6	2.5%
6	How does your project intend to complement and enhance, without duplicating, activities offered by Statutory services and/or other local deliverers.	2.5	7.5	3.1%
7	How will you identify the appropriate clients for this project? How will you engage with the client groups in order to retain participation and secure sustained employment outcomes?	2	6	2.5%
8	How will you identify and support participants in low paid employment (below the London Living Wage) to progress into higher paid employment (at or above the London Living Wage)?	1	3	1.3%
9	How will you ensure that your participants are recruited from across the full range of wards identified in the Prospectus?	2	6	2.5%
10	How will you deliver a service that prepares, and provides, the adequate skills for participants to secure sustained employment?	3	9	3.8%
11	What are the key barriers that you anticipate the	3	9	3.8%

	client groups will face on the project? How will you identify the needs of individuals, and how will you address those needs?			
12	Explain the exit strategy of the project once the GLA funding has come to an end with reference to how you will manage expectations and relationships with your participants and strategic partners? How will you ensure the sustainability of the project?	2	6	2.5%
13	How will you and strategic partners identify appropriate participants, including those with the greatest needs?	2	6	2.5%
14	What do you anticipate would be the key barriers for the target groups to engage with the project? How will you address them?	2.5	7.5	3.1%
15	How will you promote your project to potential participants, and how will you ensure that the clients that you recruit meet the eligibility requirements indicated in the SOR?	1.5	4.5	1.9%
16	Outline your Induction process, explaining what will be covered, and when and how the various stages will be delivered?	2	6	2.5%
17	How will you measure and record a participant's progress against their bespoke training plan? Who will be involved at which stage in the participant's journey, and how often will this occur?	3	9	3.8%
18	How will you ensure that the proportional spread of clients at recruitment is reflected in engagement with employment and sustained engagement at 26 weeks?	1.5	4.5	1.9%
19	How will you engage with employers to encourage them to open up access to your participants, and how will you ensure that this matches the preferences of your client group?	2	6	2.5%
20	How will you identify appropriate progression routes for your employed participants and how will you work with employers to support your participants to progress into sustained higher paid employment?	1	3	1.3%
21	Please carry out a risk assessment of the issues and mitigations that the project may face during its lifetime, and record your responses in the Risk Assessment Template, (see separate template).	1.5	4.5	1.9%
22	Explain how you will review the risks that will affect the success of your project, and the processes that you will put in place to assess and mitigate those risks.	2.5	7.5	3.1%
23	Outline the experience you and/or your partners have of delivering an employment project in areas with high levels of labour market	1	3	1.3%

	deprivation such as Haringey (defined as a local authority area with an out of work benefits claim rate above the current (February 2014) English average of 10.3%)			
	Delivery			
24	Provide a delivery plan detailing the key milestones that will be achieved during the lifetime of the project, and the start and end dates for each milestone (see separate template).	4	12	5.0%
25	Explain the role of all partners listed in Part A of this application form, both formal and informal, in relation to the management and delivery of the project, why they were chosen, and what strengths they bring to your partnership.	3	9	3.8%
26	Provide an Organogram which verifies the titles and volumes of the key staff at the Lead Partner/Consortium,(please attach a separate sheet of paper, headed with your Organisation Name, Grant Offer Code and Project Title)	1.5	4.5	1.9%
27	Explain the role of the key staff indicated in all Organograms, outlining their roles (and caseloads where appropriate) at each stage of the client journey during the delivery of the project.	3	9	3.8%
28	How will this structure assist the project to address slippage and deliver the proposed outcomes whilst adhering to the conversion rates that you have proposed in the 'Volumes and Conversion rates' tab of the Payment Trigger Calculator submitted with the application form.	2.5	7.5	3.1%
29	What processes will you put in place to ensure that your partnership communicates effectively throughout the lifetime of the project, and how frequently will this occur?	2	6	2.5%
30	Explain the actions you will take to ensure that your project is capable of achieving its objectives and outcomes if one of your partners withdraws from the partnership?	3.5	10.5	4.4%
31	How you intend to publicise the success of your project, and how you will ensure that your publicity adheres to GLA guidelines?	2	6	2.5%
	Cross Cutting Themes			
32	How you will ensure that the requirements of your policies, including Equalities, Sustainability and Health, are communicated to your staff, partner staff (if appropriate) and project participants and what will you put in place to verify that they are adhered too?	2	6	2.5%
33	How will you (and your sub-grantees if			

	appropriate) positively promote and encourage equal opportunities, and how you will prevent discrimination based on sex, racial or ethnic origin, disability, or age (within the partnership if appropriate)?	1.5	4.5	1.9%
34	How will you (and your sub-grantees if appropriate) positively promote and encourage sustainable development and how your project has integrated social, economic and environmental considerations in its development?	1	3	1.3%
35	How will you promote Health and its benefits to your participants?	1.5	4.5	1.9%
36	Explain the methodology you will use to measure the effectiveness of your Policies, and the process that you will embed to review and update your Policies to reflect any enhancements identified?	1	3	1.3%
37	Name the key staff responsible for H&S, their role and the qualifications that they hold in order to undertake the role.	1	3	1.3%
38	How are H&S responsibilities, including risk assessments and incident reporting, communicated and documented to key staff and employees & participants?	1.5	4.5	1.9%

Section	Percentage of Section C Score
Value for Money	10.1%
Development	50.9%
Delivery	27%
Cross Cutting Themes	11.9%

**Schedule 5- PART 2 – PAYMENT TRIGGER CALCULATOR  
INCLUDING THE PROJECT OUTPUT PROFILE**

## INSTRUCTIONS

Read all of the questions carefully before answering.

Cells are locked, and you will only be able to enter information in the required areas.

Purple cells are entered by the GLA and relate specifically to the information presented in the Prospectus or Grant Offer Statement of Requirements.

Grey cells are formulas or headings.

Yellow cells should be completed, where appropriate, by applicants.

Where yellow cells contain Conditional Formatting, and show up red, a yellow cell has been added to the right of the cell to show that it should be completed, (where appropriate)

If you are unsure where you can/should complete cells, please use the tab key to get to the next available data entry point.

If a cell is shaded red, you are being warned that you have input a figure outside the allowable parameters for the project. Please read the reason which is given beside each appropriate cell.

Cells with a blue cell immediately to the right contain information that should be transferred to your application form.

Including this information tab, there are 8 tabs in this spreadsheet.

5 require you to input information in order to complete the Payment Trigger Calculator prior to it being sent to the GLA with your Full Application form;

- Organisation
- Cost of Delivering the Project
- Proportions of spend by outcome
- Volumes and Conversion rates
- Income v Expenditure

3 are for information, or are created from information that you have entered elsewhere;

- Instructions
- Unit rates
- Project Income

When you send the hard copy of this spreadsheet to the GLA with your Full Application form, you must include copies of all of the tabs except this Instructions tab.

Applicant Organisation name: Reed in Partnership Limited

Project Name: Haringey Work Routes

GLA Grant Offer code: Haringey Employment Support

Name of Authorised Signatory: Arthur McGivern - Finance Director

Signed:

The Cost of Delivering the Project;

TOTAL AVAILABLE GRANT FOR PROJECT SPEND      £398,375.00

How much do you envisage spending on the following items whilst delivering your project?

Staff Costs (Programme Management - Direct)	£25,281.00
Staff Costs (Direct Delivery)	£182,031.00
Total Participant costs and allowances	£53,958.00
Rent and leasing of buildings	£13,060.00
Depreciation of buildings	£2,000.00
Hire and lease of equipment	£0.00
Depreciation of equipment	£1,000.00
Non- recoverable VAT	£13,986.00
Consumables	£9,899.00
Small items of equipment	£2,907.00
TOTAL Other Costs	£42,852.00
Staff Costs (Programme Management - Indirect)	£41,307.00
Central/support staff costs and personnel costs	£25,537.00
Equipment	£2,907.00
Premises costs	£11,628.00
Telephone and Postage	£8,306.00
Electricity, gas and water	£2,907.00
Insurance	£1,661.00
TOTAL Indirect Costs	£94,253.00
TOTAL ANTICIPATED EXPENDITURE	£398,375.00

\*If the figure in the box is shaded red, you have costed your project higher than the funding that is available for the project (see cell S5 above)

If additional funding became available during the lifetime of the project, what Maximum Project Value would you be able to deliver if you maintained the same conversion rates, and were paid at the same unit values, as those proposed in this Payment Trigger Calculator?

Maximum Project Value      £796,750.00



What percentage of your total anticipated expenditure do you want to request as an advance payment?	5.0%	*If the figure in the box is shaded red, you have requested too high an advance payment (see the Statement of Requirements for further information)
Amount requested as an advance	£19,918.75	
What percentage of your total anticipated expenditure do you want to request against the following outputs/outcomes?		
Participants enrolling on the Project & receiving IAG (%)	15.0%	*If the figure in the box is shaded red, you have requested an amount which does not match the proportions offered for this project (see the Statement of Requirements for further information)
Amount requested for Participants enrolling on the Project & receiving IAG	£59,756.25	
Participants completing 30 hours of activity which moves them towards employment (%)	25.0%	*If the figure in the box is shaded red, you have requested an amount which does not match the proportions offered for this project (see the Statement of Requirements for further information)
Amount requested for participants completing 30 hours of activity which moves them towards employment	£99,593.75	
Participants entering employment and participants entering employment at or above the London Living Wage (progression) (%)	20.0%	*If the figure in the box is shaded red, you have requested an amount which does not match the proportions offered for this project (see the Statement of Requirements for further information)
Amount requested for participants entering employment and participants entering employment at or above the London Living Wage (progression)	£79,675.00	
Participants sustaining employment for 26 out of 32 weeks and Participants sustaining employment for 26 out of 32 weeks at, or above, the London Living Wage (sustained progression) (%)	40.0%	*If the figure in the box is shaded red, you have requested an amount which does not match the proportions offered for this project (see the Statement of Requirements for further information)
Amount requested for Participants sustaining employment for 26 out of 32 weeksnd Participants sustaining employment for 26 out of 32 weeks at, or above, the London Living Wage (sustained progression)	£159,350.00	
TOTAL PERCENTAGE REQUESTED	100.0%	*The figure in the box is shaded red if the total is not 100%, in which case you have not requested the correct proportions of the grant available
TOTAL AMOUNT REQUESTED	£398,375.00	*The figure in the box is shaded red if the total is not equal to the total cost of delivering the project; this means you have not requested the correct proportions of the grant available

How many participants do you envisage enrolling onto your project from the following categories?

The total number of participants commencing on the project		500	
The percentage of Young People (aged 16-24) commencing on the project		20.00%	
The percentage of parents (inc lone parents) commencing on the project		25.00%	
The percentage of women commencing on the project		50.00%	
The percentage of people with a health condition or disability commencing on the project		10.00%	
The percentage of ethnic minorities commencing on the project		55.00%	

At least 20% of participants should be Young People (under 25)  
At least 25% of participants should be lone parents  
At least 50% of participants should be women  
At least 10% of participants should have a health condition or disability  
At least 50% of participants should be from an ethnic minority

How many participants do you envisage progressing into the following outputs/outcomes?

The number of participants enrolling on the Project & receiving IAG		500	
Number of participants completing 30 hours of activity which moves them towards employment		475	
The number of participants entering employment		180	
The number of participants entering into employment at, or above, the London Living Wage (progression)		20	
The number of participants sustaining employment for 26 out of 32 weeks		112	
The number of participants sustaining employment for 26 out of 32 weeks at, or above, the London Living Wage (sustained progression)		13	

This should equal the total number of participants commencing on the project  
\*You have proposed too low a volume in relation to the number of participants entering employment.

PERCENTAGES (as a percentage of the number of participants enrolling on the Project & receiving IAG)			
The percentage of participants completing 30 hours of activity which moves them towards employment		95%	
The percentage of participants entering employment		36%	
The number of participants entering into employment at, or above, the London Living Wage (progression)		4%	
The percentage of participants sustaining employment for 26 out of 32 weeks		22%	
The percentage of participants sustaining employment for 26 out of 32 weeks at, or above, the London Living Wage (sustained progression)		3%	

**How much money will be paid for the following outputs and outcomes being achieved?**

Participants commencing on the project and receiving IAG	£119.51
Participants completing 30 hours of activity which moves them towards employment	£209.67
Participants entering employment	£398.38
Participants entering into employment at, or above, the London Living Wage (progression)	£398.38
Participants sustaining employment for 26 out of 32 weeks	£1,274.80
Participants sustaining employment for 26 out of 32 weeks at, or above, the London Living Wage (sustained progression)	£1,274.80
Overall unit cost for sustained engagement at 26 weeks	£3,187.00

How many outputs and outcomes do you envisage achieving each month?

	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	ANNUAL TOTAL
Advance Payment	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Participants commencing on the project and receiving IAG	15	25	30	30	30	20	30	30	30	20	30	30	30	335
Participants completing 30 hours of activity which moves them towards employment	0	7	19	26	28	28	24	24	28	28	24	24	29	289
Participants entering employment	0	1	5	7	10	10	11	8	10	12	11	10	12	107
Participants entering into employment at, or above, the London Living Wage (progression)	0	0	1	1	1	1	1	1	1	1	1	1	1	11
Participants sustaining employment for 26 out of 32 weeks	0	0	0	0	0	0	1	3	5	6	6	7	5	33
Participants sustaining employment for 26 out of 32 weeks at, or above, the London Living Wage (sustained progression)	0	0	0	0	0	0	0	0	0	1	1	0	1	3

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	ANNUAL TOTAL	GRAND TOTAL
Advance Payment	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Participants commencing on the project and receiving IAG	30	30	30	30	30	0	0	0	0	0	0	0	150	500
Participants completing 30 hours of activity which moves them towards employment	29	29	28	28	29	29	14	0	0	0	0	0	186	475
Participants entering employment	11	12	11	10	10	10	9	0	0	0	0	0	73	180
Participants entering into employment at, or above, the London Living Wage (progression)	2	1	2	1	1	1	1	0	0	0	0	0	9	20
Participants sustaining employment for 26 out of 32 weeks	7	7	7	7	7	7	7	7	6	6	6	5	79	112
Participants sustaining employment for 26 out of 32 weeks at, or above, the London Living Wage (sustained progression)	1	1	1	1	0	1	1	1	1	1	1	0	10	13

\* If the Grand Total cell is red, you have not profiled an advance, or have profiled too many advances

\* If the Grand Total cell is red, you have not profiled the correct volumes of outcomes

\* If the Grand Total cell is red, you have not profiled the correct volumes of outcomes

\* If the Grand Total cell is red, you have not profiled the correct volumes of outcomes

\* If the Grand Total cell is red, you have not profiled the correct volumes of outcomes

\* If the Grand Total cell is red, you have not profiled the correct volumes of outcomes

\* If the Grand Total cell is red, you have not profiled the correct volumes of outcomes

How much income will the project generate for me each month?

	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	2015/16 Total
Advance	£19,918.75	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Participants commencing on the project and receiving IAG	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,593.50	£3,585.38	£3,585.38	£2,390.25	£3,585.38	£3,585.38	£3,585.38	£21,910.63
Participants completing 30 hours of activity which moves them towards	£0.00	£1,467.70	£3,983.75	£5,451.45	£5,870.79	£5,870.79	£5,032.11	£5,032.11	£5,870.79	£5,870.79	£5,032.11	£5,032.11	£6,080.46	£60,594.93
Participants entering employment	£0.00	£398.38	£1,991.88	£2,788.63	£3,983.75	£3,983.75	£4,382.13	£3,187.00	£3,983.75	£4,780.50	£4,382.13	£3,983.75	£4,780.50	£42,626.13
Participants entering into employment at, or above, the London Living Wage	£0.00	£0.00	£398.38	£398.38	£398.38	£398.38	£398.38	£398.38	£398.38	£398.38	£398.38	£398.38	£398.38	£4,382.13
Participants sustaining employment for 26 out of 32 weeks	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,274.80	£3,824.40	£6,374.00	£7,648.80	£7,648.80	£8,923.60	£6,374.00	£42,068.40
Participants sustaining employment for 26 out of 32 weeks at, or above, the	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,274.80	£1,274.80	£0.00	£1,274.80	£3,824.40
TOTAL	£19,918.75	£1,866.07	£6,374.00	£8,638.45	£10,252.91	£10,252.91	£12,680.91	£16,027.26	£20,212.29	£22,363.51	£22,321.58	£21,923.21	£22,493.51	£175,406.61

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	2016-17 Total	
Advance	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
Participants commencing on the project and receiving IAG	£3,585.38	£3,585.38	£3,585.38	£3,585.38	£3,585.38	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£17,926.88	
Participants completing 30 hours of activity which moves them towards	£6,080.46	£6,080.46	£5,870.79	£5,870.79	£6,080.46	£6,080.46	£2,935.39	£0.00	£0.00	£0.00	£0.00	£0.00	£38,998.82	
Participants entering employment	£4,382.13	£4,780.50	£4,382.13	£3,983.75	£3,983.75	£3,983.75	£3,585.38	£0.00	£0.00	£0.00	£0.00	£0.00	£29,081.38	
Participants entering into employment at, or above, the London Living Wage	£796.75	£398.38	£796.75	£398.38	£398.38	£398.38	£398.38	£0.00	£0.00	£0.00	£0.00	£0.00	£3,585.38	
Participants sustaining employment for 26 out of 32 weeks	£8,923.60	£8,923.60	£8,923.60	£8,923.60	£8,923.60	£8,923.60	£8,923.60	£8,923.60	£7,648.80	£7,648.80	£7,648.80	£6,374.00	£100,709.20	
Participants sustaining employment for 26 out of 32 weeks at, or above, the	£1,274.80	£1,274.80	£1,274.80	£1,274.80	£0.00	£1,274.80	£1,274.80	£1,274.80	£1,274.80	£1,274.80	£1,274.80	£0.00	£12,748.00	
TOTAL	£25,043.11	£25,043.11	£24,833.44	£24,036.69	£22,971.56	£20,660.99	£17,117.54	£10,198.40	£8,923.60	£8,923.60	£8,923.60	£6,374.00	£203,049.64	

PROJECT TOTAL	
Advances	£19,918.75
Participants commencing on the project and receiving IAG	£39,837.50
Participants completing 30 hours of activity which moves them towards	£99,593.75
Participants entering employment	£71,707.50
Participants entering into employment at, or above, the London Living Wage	£7,967.50
Participants sustaining employment for 26 out of 32 weeks	£142,777.60
Participants sustaining employment for 26 out of 32 weeks at, or above, the	£16,572.40
Project Total	£398,375.00



## **Schedule 5- PART 3 - PROJECT RISK REGISTER**

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# Mayor's Regeneration Fund

HARINGEY EMPLOYMENT SUPPORT PROJECT

## Risk Assessment Template

MAYOR OF LONDON

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## TITLE OF REPORT

Applicant Organisation Name	Reed in Partnership
Project Title	Haringey Work Routes

No.	Risk	Mitigation
	<b>PRE CONTRACT COMMENCEMENT</b>	
	Recruitment of staff not completed for contract commencement	<p>During the pre-implementation phase, Reed's HR team, guided by the HR Director will create and develop a bespoke recruitment strategy, including detailed time frames for the Haringey Employment Support Project (HESP). These timeframes will be monitored closely, and reviewed weekly in meetings throughout the implementation of the contract by the Head of Implementation. This will allow for contingency measures to commence promptly, where necessary as a result of real time updates from the HR team.</p> <p>Reed has access to one of the UK's largest recruitment agencies through our sister company Reed Specialist Recruitment (RSR). RSR maintain a pool of pre-screened candidates for Adviser roles who can be contacted immediately on contract award if required. We are also able to engage directly with RSR's team of skilled recruitment consultants as needed who have access to a database of 3.4 million searchable CV's. RSR will provide fast and effective recruitment support if delays in the HESP recruitment strategy plan were noticed.</p> <p>Our Standard Reed Induction for all new staff is delivered by specialist Reed trainers who are based on site, and can be scheduled at short notice if required.</p> <p>Tottenham Hotspur Foundation (THF), our Supply Chain (SC) partner has passed initial due diligence. We have assessed and ascertained that THF has existing staff in place and where necessary, the ability to recruit and train staff within the required timescales. Upon contract award further due diligence will commence. Reed's Head of Implementation will monitor and support THF, obtaining regular updates on progress. Where extra support is required, RSR will be introduced as a recruitment aid.</p> <p>We have demonstrable success of applying our mitigation strategy. In 2014 Reed successfully</p>

## TITLE OF REPORT

		implemented the Steps 2 Success employment programme in Northern Ireland, with all our offices open and staffed by the go-live date. As a result of our strategy we were the first provider to go-live across all delivery sites.
	THF is not fully mobilised for contract commencement	<p>As part of the selection process, Reed has assessed THF's capability to be mobilised for contract start. Our assessment considered their property, staffing, financial, participant engagement and ICT requirements, including estimated timescales.</p> <p>During the pre-implementation phase (between bid submission and result announcement) we will work with THF to prepare them for delivery. This will include a briefing of the bid submission and continued development of our partnership and ways of working. We will provide a comprehensive induction to THF staff, including an introduction to working with Reed, policies and procedures, knowledge of the HESP contract requirements, systems &amp; ICT training and financial modelling support.</p> <p>THF has been made aware of the contractual requirements with a formal contract to be signed with them upon contract award. Reed's London Operations Manager will regularly contact THF to obtain progress updates and monitor required progress, providing support or assistance where necessary.</p>
	Lower than anticipated number of participants	<p>Reed has over 16 years of experience successfully delivering employment and skills programmes. Our experienced Marketing team will produce a specific HESP marketing strategy which will include detailed timeframes. The creation of the marketing campaign and materials will be in line with Haringey Council &amp; GLA requirements (and ESF requirements in the event of additional funding) and will be overseen by our Head of Marketing &amp; Communications, to ensure that work is completed according to the schedule.</p> <p>Reed will develop an Engagement Plan to drive participant engagement. The Engagement Plan will outline key stakeholders, outreach locations and frequency of co-located activity, e.g. presence in JCP offices. Reed will produce targeted marketing such as leaflets and posters to be strategically located, e.g. in council offices. Language will also be tailored to engage to</p>

## TITLE OF REPORT

		<p>specific target groups, e.g. different languages.</p> <p>Reed will build on existing links with referral partners to generate referrals from other programmes, and from Jobcentre Plus (JCP) offices, providing participants meet the contract eligibility criteria.</p> <p>Reed will collaborate with THF to arrange a launch event, which will attract participants and increase awareness of the contract and its aims.</p>
	Higher than anticipated number of participants (or increased funding from ESF leading to increased engagement and outcome targets)	<p>Our Finance team has already modelled participant flows and Employment Adviser caseloads. In the event of increased flows, we will temporarily transfer a member of staff from one of our existing contracts in London with similar eligibility criteria and processes to minimise disruption.</p> <p>In the event of sustained increases in participant flows due to increased contract value from ESF funding we will recruit additional staff. Our sister company RSR is able to provide prompt and efficient recruitment support where needed, using a pool of pre-screened candidates suitable for Employment Adviser roles.</p> <p>We have assessed the capability of THF as part of the selection process. THF has been provided with a realistic allocation based on their capacity to deliver the required outcomes.</p>
	Lack of spread of participants across priority wards	<p>Our Adviser Manager will use our participant management system, Orion, to monitor the wards participants come from and ensure at least 85% are from target wards.</p> <p>We will mitigate any risk of not meeting the 85% target through use of outreach locations, co-location and promotional marketing.</p> <p>We will conduct outreach activity in community venues including: JCP offices, community &amp; children centres and libraries. Our Adviser Manager will also engage local partners such as housing associations, to agree referral routes for residents in isolated communities. This will ensure that all target areas have equal accessibility to the HESP contract.</p> <p>Our Marketing team will produce targeted</p>

## TITLE OF REPORT

		marketing materials including leaflets and posters, and distribute these to key participant engagement sites such as council offices. We will also work with the Council and housing associations to conduct targeted mailing drops in priority wards or specific housing estates to engage eligible participants.
	THF withdraws from Haringey Employment Support Project	<p>We have worked with THF to develop our 30 hour support offer and are building a long-term strategic relationship with them. We will effectively communicate with THF throughout the process: from the bid submission, to contract award, and through to contract commencement. Any issues that are highlighted will be communicated to our London Operations Manager, and adequate support would be provided where necessary, e.g. recruitment assistance. Weekly updates enable the London Operations Manager to monitor THF's progress, and mitigate any risks that arise.</p> <p>In the unlikely event THF does withdraw, we have identified contingency providers who we can engage to step in and deliver services.</p>
	Reed and/or THF under-performance	<p>Once the contract has commenced, we will use our robust Performance Management Framework for the HESP contract, to ensure optimum performance. Detailed Management Information (MI) will be used to manage both Reed and THF performance, and where needed provide remedial support.</p> <p>Employment Advisers will have personal KPI's and targets to meet, and our Adviser Manager will hold monthly reviews with them to assess participant progression and identify any areas of concern.</p> <p>Our London Operations Manager will hold weekly performance calls with THF and have a formal performance review every month to discuss delivery against targets. Any concerns will be immediately addressed and corrective actions put in place.</p> <p>We have proven experience applying our performance management approach. For example, a provider on our West London Work Programme contract was not achieving performance targets. Through a structured performance improvement plan and intensive</p>

## TITLE OF REPORT

		<p>support over a three month period, the subcontractor increased job outcomes by 12%. The partner has continued to improve performance and is now our strongest performing supply chain partner.</p>
	<p>High numbers of participants disengaging from the contract</p>	<p>We have developed a clear and structured participant journey based on our 16 years' experience that will keep participants engaged with the contract. We will mitigate any risk of participant disengagement through:</p> <p>Employment Advisers (EAs) will build trusting relationships with participants, helping the participant feel comfortable on the project and able to disclose barriers to work. EAs will receive detailed training on the participant journey, and participant engagement techniques.</p> <p>Upon engagement with the contract, a dedicated EA will conduct a detailed initial assessment, establishing potential barriers so that resolutions to these can be identified promptly, limiting the risk of disengagement.</p> <p>All activities are aimed at progressing a participant into work and are linked to job goals. A participant's Bespoke Training Plan (BTP) has SMART (specific, measurable, achievable, realistic, time bound) objectives, and all participant success is celebrated.</p> <p>EA's can refer participants on to providers of specialist support where needed, which provides access to expert support. For example, we refer Work Programme participants to SFA funded skills contracts to receive additional accredited training and have worked with Haringey MIND, HAGA and DASH services to provide mental health and substance misuse services.</p> <p>Reed will operate the HESP contract out of key offices, and outreach locations such as local libraries. This will ensure that the contract is accessible to all participants, and journey time / location is not a reason for disengagement.</p>
	<p>Labour market decline and economy contraction leading to lower than anticipated numbers of employer vacancies for participants</p>	<p>We will mitigate this risk by including dedicated Recruitment Manager resource to the contract from our London-wide employer engagement resource. Our EAs will also conduct local business development, engaging with local</p>

## TITLE OF REPORT

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		<p>employers to source vacancies in Haringey.</p> <p>We have worked with 10,000 London employers and have built long-term relationships with large organisations to source bulk and repeat vacancies inside and outside of Haringey. Our Recruitment Manager will work with these large employers to ensure our participants have the skills to succeed at interview and in the job.</p>
	High numbers of participants falling out of employment	<p>The participant journey we have designed is built to mitigate against participants falling out of work. We will ensure we achieve sustainment outcomes through the following.</p> <p>The EA will explain and demonstrate the benefits of employment, and create a BTP which has clear links to a participant's goals and aims. The BTP will also include actions to address any barriers to work identified at the initial assessment. With training, workshops and sign posting to specialist service providers, the EA will seek to remove these barriers prior to employment commencement.</p> <p>EAs will ensure participants are 'job-ready' through extensive training including: employability training and sector specific courses where relevant. Reed is committed to providing the skills required to sustain employment.</p> <p>Once the participant is fully prepared for employment, Reed will provide financial support where necessary to ensure that the participant does not leave employment owing to financial reasons. This may include covering initial travel costs, and uniform/work clothes costs.</p> <p>Once the participant has secured employment, the EA will provide in work support and guidance if required.</p>

Signature:

Name: Rhodri Thomas

Role: Director of Business Development, Marketing & Communications

Date: 12/12/2014



## **Schedule 5- PART 4 - PROJECT DELIVEY PLAN**



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# Mayor's Regeneration Fund

## HARINGEY EMPLOYMENT SUPPORT PROJECT Delivery Plan Template

**MAYOR OF LONDON**

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## TITLE OF REPORT

Applicant Organisation Name	Reed in Partnership
Project Title	Haringey Work Routes

Date	Milestone
<b>Bid Preparation</b>	
14 <sup>th</sup> November 2014	Service Design and Delivery Plan created
21 <sup>st</sup> November 2014	Potential supply chain partners identified and initial discussions held
25 <sup>th</sup> November 2014	Supply chain partner selected (Tottenham Hotspur Foundation)
3 <sup>rd</sup> December 2014	Tottenham Hotspur Foundation services agreed
9 <sup>th</sup> December 2014	Financial modelling and participant flow analysis complete
16 <sup>th</sup> December 2014	Bid submission
<b>Pre Contract Award Preparation</b>	
19 <sup>th</sup> December 2014	Heads of Agreement with Tottenham Hotspur Foundation agreed and signed
12 <sup>th</sup> January 2015	Pre implementation meeting and outline of responsibilities
12 <sup>th</sup> January 2015	Management Team established
12 <sup>th</sup> January 2015	Implementation team mobilised, project documentation created & project management process established
19 <sup>th</sup> January 2015	Begin developing Engagement Plan (for engaging participants) and employer engagement strategy
19 <sup>th</sup> January 2015	Draft marketing and communication plan; PR, design text for leaflets, posters, welcome packs, website design
W/C 19 <sup>th</sup> January 2015	Bid selection interviews with Haringey Council
<b>Contract Award</b>	
From 26 <sup>th</sup> January 2015	Notification of successful / unsuccessful applicants
From 27 <sup>th</sup> January 2015	Pre-Grant Clarification meeting
28 <sup>th</sup> January 2015	Project implementation launch meeting
28 <sup>th</sup> January 2015	Commence identification & transfer of relevant staff/recruitment of staff
29 <sup>th</sup> January 2015	Begin amending existing training materials as needed to meet project requirements
2 <sup>nd</sup> February 2015	Meet Tottenham Hotspur Foundation and finalise project implementation timetable, agree dates for regular implementation review meetings, contract for delivery of services agreed in principle
2 <sup>nd</sup> February 2015	Begin identification and agreement of outreach locations, e.g. youth centres, libraries, Jobcentre Plus
2 <sup>nd</sup> February 2015	Agree co-location setup with Tottenham Hotspur and infrastructure requirements

## TITLE OF REPORT

2 <sup>nd</sup> February 2015	Start development of KPIs, performance management process, quality and risk management tools and systems
9 <sup>th</sup> February 2015	Finalise Marketing Plan, employer engagement strategy and Engagement Plan
10 <sup>th</sup> February 2015	Begin design of marketing materials in line with GLA/Council/ESF guidelines
17 <sup>th</sup> February 2015	Finalise co-location agreements, outreach locations infrastructure & office space in existing property (Reed office in Seven Sisters, Tottenham Hotspur Foundation in Bruce Grove) for delivery
20 <sup>th</sup> February 2015	Identification & transfer of relevant staff / recruitment of staff completed
20 <sup>th</sup> February 2015	Amendment of existing participant training materials completed
20 <sup>th</sup> February 2015	Development of KPIs, performance management process, quality and risk management tools and systems completed
From 23 <sup>rd</sup> February 2015	Grant agreement issued for signature
23 <sup>rd</sup> February 2015	Staff & Tottenham Hotspur Foundation induction and contract specific training begins
23 <sup>rd</sup> February 2015	Publish marketing and training materials
24 <sup>th</sup> February 2015	Contract signed with Tottenham Hotspur Foundation (after grant agreement signed with GLA)
27 <sup>th</sup> February 2015	Staff & Tottenham Hotspur Foundation induction and contract specific training completed
27 <sup>th</sup> February 2015	Conduct final walk-through & readiness assessment of Reed and Tottenham Hotspur Foundation
February 2015 Date TBC	Post agreement inception meeting
February 2015 Date TBC	Pre-delivery induction workshop with the GLA
	<b>Project Commencement</b>
2 <sup>nd</sup> March 2015	Contract Delivery commences & handover phase to business as usual begins
March 2015	First participants engaged
March 2015	First participants enrolled
April 2015	First participant completes 30 hours of support
April 2015	First participant job start
April 2015	First monthly management meeting with Tottenham Hotspur (continued throughout length of contract)
5 <sup>th</sup> May 2015	Handover to business as usual completed
May 2015	First quarterly performance meeting with Haringey Council & Tottenham Hotspur Foundation (provisional)
June 2015	First quarterly evaluation of service with participants
July 2015	First quarterly quality improvement plan completed
July 2015	First participant 13 week sustainment in employment
August 2015	Quarterly performance meeting with Haringey Council & Tottenham Hotspur Foundation (provisional)
October 2015	First participant 26 week sustainment in employment
September 2015	Quarterly evaluation of service with participants
October 2015	Quarterly quality improvement plan completed

## TITLE OF REPORT

November 2015	Quarterly performance meeting with Haringey Council & Tottenham Hotspur Foundation (provisional)
December 2015	Quarterly evaluation of service with participants
January 2016	Quarterly quality improvement plan completed
February 2016	Quarterly performance meeting with Haringey Council & Tottenham Hotspur Foundation (provisional)
March 2016	Quarterly evaluation of service with participants
March 2016	Annual internal performance review
April 2016	Quarterly quality improvement plan completed
May 2016	Quarterly performance meeting with Haringey Council & Tottenham Hotspur Foundation (provisional)
June 2016	Quarterly evaluation of service with participants
July 2016	Quarterly quality improvement plan completed
August 2016	Quarterly performance meeting with Haringey Council & Tottenham Hotspur Foundation (provisional)
1 <sup>st</sup> September 2016	Last participants engaged on the project
September 2016	Quarterly evaluation of service with participants
October 2016	Quarterly quality improvement plan completed
30 <sup>th</sup> October 2016	Last participants starting sustainable employment (for 26 week sustainment)
From 30 <sup>th</sup> October 2016	Communicate project close dates with all stakeholders, e.g. where participants have been unable to find work, and discussing further provision to continue development
November 2016	Quarterly performance meeting with Haringey Council & Tottenham Hotspur Foundation (provisional)
December 2016	Last quarterly evaluation of service with participants
January 2017	Last quarterly quality improvement plan completed
February 2017	Last quarterly performance meeting with Haringey Council & Tottenham Hotspur Foundation (provisional)
	<b>Phased Project Close Down</b>
February 2017	Implement work management procedure to manage workload across closing phase, including complaints mechanism
March 2017	Last 13 and 26 week sustainments achieved
	<b>End of Contract Delivery</b>
30 <sup>th</sup> April 2017	Project completion period – submission of final claim, evidence & monitoring information
May 2017	Finalise payments with Tottenham Hotspur Foundation
May 2017	Handover of documents, data, performance monitoring, management and reporting to all relevant stakeholders
May 2017	Project evaluation e.g. MI review, project outcomes, lessons learnt
May 2017	Finalise reporting and evaluation meeting with Haringey Council and Tottenham Hotspur Foundation
May 2017	Reallocation of staff
May 2017	Project close, extension or handover





## **Schedule 5- PART 5 - STATEMENT OF REQUIREMENTS**

# **GLA MRF Haringey Employment Support Project – Statement of Requirements (SoR)**

## **1.1 Project Aim**

The project aims to engage with those residents of Haringey who are furthest away from the labour market and support them into sustained employment using a personalised and tailored approach.

It also aims to engage with residents who are in low paid employment (below the London Living Wage) and support them to progress into sustained higher paid employment (at, or above the London Living Wage).

The project will address the persistent disadvantage relative to the London and borough average, experienced by Tottenham residents with lower levels of employment, earnings and educational attainment.

## **1.2 Project context**

Worklessness has historically been a significant issue in Haringey. In the year to March 2014, 69% of the population aged 16-64 in Haringey was in employment, lower than the London and England rates of 71% and 72% respectively<sup>1</sup>. The European Commission's Europe 2020 initiative is aimed at achieving a 75% 'full employment' rate across the European Union by 2020<sup>2</sup>. If that is to be achieved in Haringey then an additional 9,700 residents will need to find employment.

Some 10% of people aged 16-64 in Haringey meet the International Labour Organisation (ILO) definition of unemployment<sup>3</sup>, higher than the London and England rates of 8% and 7% respectively.

Haringey has a high number of people claiming out of work benefits<sup>4</sup> with 13% (23,390) of residents aged 16-64 claiming such a benefit, at February 2014, higher than the London and England rates, which both currently stand at 10%. The two biggest out of work benefits claimant groups are people claiming the Employment & Support Allowance (ESA)/Incapacity Benefit (IB) and Job Seekers Allowance (JSA), who together make up 85% of all people claiming out of work benefits.

At February 2014, 7% (12,310) of the population aged 16-64 in Haringey was claiming ESA/IB, higher than the London and England rates of 5% and 6% respectively.

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<sup>1</sup> Annual Population Survey: [www.nomisweb.co.uk](http://www.nomisweb.co.uk)

<sup>2</sup> Further information about the Europe 2020 initiative can be found at: [http://ec.europa.eu/europe2020/index\\_en.htm](http://ec.europa.eu/europe2020/index_en.htm)

<sup>3</sup> Somebody is defined as being ILO unemployed if: they have actively looked for work in the last four weeks and are available to start work in the next two weeks; or they are out of work but have found a job and are waiting to start it in the next two weeks.

<sup>4</sup> Out of work benefits include: Job Seekers Allowance, Employment & Support Allowance, Incapacity Benefit, Severe Disablement Allowance, Income Support and Pension Credit (where the claimant is under State Pension age).



At August 2014, 3% (6,415) of Haringey's population aged 16-64 was claiming JSA, on par with the comparable rate in London (3%), but higher than the England rate (2%)<sup>5</sup>.

Despite the economy and labour market seemingly being on the road to recovery after one of the deepest and longest recessions on record, this hasn't extended to pay where, according to the Office for National Statistics, real wages (i.e. pay after taking inflation into account) have fallen for the longest sustained period since 1964<sup>6</sup>. This has also coincided with a rise in the number of people defined as being in poverty<sup>7</sup> who live in working households. There are estimated to be 750,000 people living in London who earn below the London Living Wage<sup>8</sup> and there is evidence to suggest that a significant number of these Londoners have been stuck in low paid jobs for over a decade<sup>9</sup>.

The project will be expected to work closely with the existing and future employment initiatives in Haringey and establish partnership protocols, where appropriate, that could include engagement with participants and employers.

### 1.3 Project Objectives

The project will aim to support a **minimum of 250** people in Haringey to achieve 26 (out of 32) weeks sustained employment or 26 weeks sustained progression by March 2017.

The project will be divided into **two grant packages (split equally)**, both supporting a **minimum of 125** people into sustained employment or sustained progression for 26 (out of 32) weeks by March 2017.

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<sup>5</sup> ONS monthly claimant count data: [www.nomisweb.co.uk](http://www.nomisweb.co.uk)

<sup>6</sup> ONS - An Examination of Falling Real Wages, 2010-2013: [http://www.ons.gov.uk/ons/dcp171766\\_351467.pdf](http://www.ons.gov.uk/ons/dcp171766_351467.pdf)

<sup>7</sup> Definition of poverty here is households with less than 60 per cent of contemporary median household (after housing costs).

<sup>8</sup> London Assembly Economy Committee – Fair pay, making the London Living Wage the norm: <https://www.london.gov.uk/sites/default/files/Economy%20Committee%20Fair%20Pay%2011%20Feb%2014.pdf>

<sup>9</sup> A Resolution Foundation paper by Alex Hurrell (2013) estimated that 28% of all low paid workers in 2012 had been stuck on low pay for the previous decade: <http://www.resolutionfoundation.org/wp-content/uploads/2014/08/Starting-out-or-getting-stuck-FINAL.pdf>

## 1.4 Project Methodology

The GLA will fund the delivery of a series of outputs and outcomes that will assist individuals whilst creating an economic benefit for London. We will score applications favourably where they demonstrate that the applicant intends to use the most appropriate, bespoke mechanism to support each participant. Applicants are therefore encouraged to design their projects in a way that will allow a flexible approach to suit the needs of this cohort.

## 1.5 Component activities:

This Statement of Requirement will not prescribe the specific activities, beyond those set out in the outputs and results payment schedule that will lead to the minimum core targets being achieved. The expectation is that bidders will propose proven and innovative approaches to delivering the project successfully. However, bidders should consider including the following activities as part of their delivery models and set out how they will deliver them:

- Identification and recruitment of participants
- Diagnosis of the needs of participants and how Bespoke Training Plans (BTP) will be developed to record the barriers and support required for individual participants
- Delivery of training provision that prepares and provides the adequate skills for participants to secure sustained employment. This could include:
  - Accredited vocational training, Basic skills, Confidence building/mentoring, CV building and interview techniques, Non-accredited training, ESOL, Self-employment support
- Volunteering / Work Experience - How volunteering or work experience opportunities and benefits may be incorporated into the participant's plan
- Debt/financial management support (including Better Off Calculations)
- Employer engagement and job brokerage: Employer engagement - How will the most appropriate employment outcome be achieved for the participant
- Sustained Support - Strategies/support to be delivered to prevent further disengagement.

Bidders should have to demonstrate a good understanding of the challenges of working in areas with high levels of labour market deprivation such as Haringey.

The project will aim to complement existing provision so in **all cases** participants **cannot** already be on a mainstream employment programme, such as the Work Programme. There may also be restrictions placed on working with participants who will be on provision commissioned through the forthcoming new round European Structural Investment Funds<sup>10</sup>; further guidance on this will be provided to successful bidders.

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<sup>10</sup> Further information can be accessed from: <https://www.london.gov.uk/priorities/business-economy/championing-london/london-and-european-structural-funds>

Effective engagement of participants will be seen as a key element of this project. As a result, successful bidders will be expected to offer support from a range of public and community venues across Haringey, including (but not limited to):

- Children's centres
- Community centres
- Customer service centres
- GP surgeries
- Housing offices – in particular, the Welfare Reform Hub
- Jobcentres
- Libraries
- Schools

In addition, delivery partners will need to set out how they plan to effectively engage with employers to source appropriate employment opportunities for participants, and to help people in low paid employment to progress.

### 1.6 Project Target Group and Eligibility:

The project will be expected to effectively target and engage with people furthest from the labour market by offering personalised and tailored support to help them into employment and progress in work. A specific focus will be placed on the following target groups that have been identified as having the highest levels of labour market deprivation:

Parents (including lone parents)	At least 25% of participants
Women	At least 50% of participants
Young people (aged 24 and under)	At least 20% of participants
People with a health condition or disability	At least 10% of participants
Ethnic minorities	At least 50% of participants

In addition to these target groups, **a maximum of 90% of participants** must be **unemployed** (i.e. claiming JSA) or **economically inactive** (i.e. ESA/IB, Income Support or non-benefit claimants).

Due to the issues of low pay and the impending rollout of Universal Credit, which will come attached with in-work conditionality over and above current conditions applying to people working less than 16 hours a week, the project will have the flexibility to support people in low paid employment (for the purposes of this project, low pay is defined as below the London Living Wage) to progress to the point where they are earning at, or above, the London Living Wage (currently £8.80 an hour. Delivery evidence requirements will reflect any uprating(s) of the London Living Wage over the duration of the project). The expectation is that a **minimum of 10% of all project participants will be residents in low paid employment.**

On joining this project participants must be aged 16+ and reside in the London Borough of Haringey.

- **Participants in receipt of Job Seekers Allowance (JSA)/Employment and Support Allowance (ESA)**
- **Applicants should note that, although individuals in receipt of JSA or ESA are eligible for the Programme, they may be mandated onto**

**Department for Work and Pensions (DWP's) Work Programme. This would result in participants being required to exit this project prior to paid outcomes being achieved.**

- **However, Job Centre Plus (JCP) advisors can defer mandatory Work Programme entry for a period of up to 12 months, and the GLA therefore advises that if JSA or ESA clients are recruited, successful applicants should liaise with the individual's JCP advisor at the earliest instance.**

**A table showing DWP referral points for claimants can found in Section 6 (6.30) of the Prospectus.**

### **1.7 Project Geography / Area of delivery**

To be eligible for the project, participants should reside in the London Borough of Haringey. This project will be a Haringey-wide service but the expectation is that the various activities employed to engage project participants will be targeted to ensure that a minimum of 80% of project participants will live in the following wards that have at least one LSOA with an out of work benefits claim rate that is higher than the current (February 2014) borough average of 12.6%

Bounds Green	St Ann's
Bruce Grove	Stroud Green
Harringay	Tottenham Green
Hornsey	Tottenham Hale
Noel Park	West Green
Northumberland Park	White Hart Lane
Seven Sisters	Woodside

### **1.8 Project deliverables**

Each project will be measured and funded on the achievement of a bespoke set of inputs, outputs and outcomes as detailed in the successful bid application.

#### **Payment Model**

The GLA will make staged payments to successful applicants for each participant that they enable to progress through a number of key stages. All payments are based on a process that reflects the project stages and applicants will have the opportunity to select the proportion of their contract that will be paid against each of these areas, using the parameters as set out in the table below.

<b>Table 2: Anticipated Proportions of Funding for Trigger Payment Activities</b>	
<b>Input/Output/Outcome</b>	<b>%</b>
Advance payment (to be recovered against payments made for the number of participants commencing on the project)	A maximum of 5% of project cost
Number of participants commencing on the project	A maximum of 15% of project cost
Number of participants completing 30 hours of activity which moves them towards employment	A maximum of 25% of project cost
Entry into Employment or entry into employment at, or above, the London Living Wage – (progression)	A minimum of 20% of the Project cost
Sustained Engagement in Employment for 26 weeks (out of 32) – or sustained employment at, or above, the London Living Wage for 26 weeks (out of 32) – (sustained progression)	A minimum of 40% of the project cost

The GLA anticipate that the conversion rate from enrolled participant to sustained outcome and sustained progression will be no less than 25%

The 'GLA Payment Trigger Calculator' can be used to plan the proportional payments in order to compare project income against project cost.

The Funding budget available is £796,750.

The GLA is seeking to offer two Grants at a maximum value of £398,375 each.

The minimum deliverables are indicated below.

<b>Output/outcome</b>	<b>2 Grants available</b>
Sustained Employment outcomes (for 26 weeks) and Sustained progression outcomes (for 26 weeks)	A minimum of 125 for each grant offer

## Schedule 6

### **De Minimis Disclosure Form**

#### **GREATER LONDON AUTHORITY**

#### **DE MINIMIS AID DISCLOSURE FORM**

Please complete this form as appropriate.

**Name of Business/Organisation:** .....

**Address:** .....

**Telephone:** .....

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1. I/ We recognise that the assistance, grants and other benefits (as relevant) funded by the Greater London Authority and being provided under the above Project involves the provision of assistance that under European Union rules is characterised as “De Minimis Aid<sup>1</sup>” within the meaning of the European Commission’s De Minimis Aid Exemption Regulation (EC Regulation 1998/2006<sup>2</sup>).

2. I/ We declare that within the past 3 consecutive financial years (1<sup>st</sup> April to 31<sup>st</sup> March) the above business **[has] [has not]** received assistance, grants or other benefits from the Greater London Authority whether under this Project or any other Greater London Authority programme, or any other public body or public source

**and** that the value of the assistance received (if any) in the last three (3) consecutive financial years is as follows:[.....]

**(If none was received in the last 3 financial years, state “None” or “N/A” below; include any aid you have applied for but not yet had a decision about.)**

Date of Payment	Name of Provider	Amount £	Reason for Payment

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<sup>1</sup> See Annexure 7(a) for an explanation of De Minimis Aid

<sup>2</sup> Made 15<sup>th</sup> December 2006, effective 1<sup>st</sup> January 2007

I/ We undertake to inform you as soon as possible of any further assistance, grants or other benefits we receive from the Greater London Authority or any other public body or public source in the future.

I/ We recognise that the business may be required by the European Commission to repay the value of the assistance received under the Project (with interest) at any time within the next 10 years if the information in this form is misleading or incorrect.

(As a result of this information the Project Manager will confirm whether you are eligible to receive assistance under this Project.)

Signed ..... Name .....  
Date .....

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**Please return this form to the Project Manager**

**Annexure 7 (a)**

### **Explanation of the European Commission's Rules on "De Minimis Aid"**

You are being offered assistance under this Project in accordance with the European Commission's rules on "De Minimis Aid" (Commission De Minimis Aid Exemption Regulation 1998/2006). These rules allow any single business (firm, company, sole trader or entrepreneur) to receive up to €200,000 of aid and assistance from public bodies over any consecutive three financial years without contravening European state aid rules. (State aid rules are designed to prevent the public sector giving the private sector subsidies, or covering costs that commercial firms would normally be expected to bear themselves, in order to ensure the common market in goods and services within European Union.)

If your business has received any aid or assistance as "De Minimis Aid" from a public body in the past 3 consecutive financial years (1<sup>st</sup> April to 31<sup>st</sup> March) then it must be disclosed and recorded in this form in the table at paragraph 2. This includes aid and assistance provided by the Greater London Authority under this Project or any other one, as well any provided by another public body or source. The Project Administrator will use this information to decide whether you are eligible to receive assistance under the Project.

Any type of assistance, grant or other benefit funded by or from a public body might be caught by these rules if it covers (completely or in part) a cost, risk or liability your business would normally be expected to bear itself if run on normal commercial lines. The following is a list of the more common forms of aid that might come within these rules; however it is not exhaustive. Potentially **any** assistance from a public body or source might be caught. Depending on the circumstances aid may have been provided as "De Minimis Aid" or under

another State Aid regulation. Should you have any doubts on this matter, please contact the body who provided the assistance to clarify the terms on which was given (ask if it was classed as “De Minimis aid”) or the Project Administrator.

- Consultancy advice provided either free or at a reduced rate
- Training provided either free or at a reduced rate
- Grants from public bodies (capital or revenue)
- Loans from public bodies at favourable rates
- Loan guarantees from public bodies
- Aid for investment in environmental projects at a free or reduced rate
- Provision of a free or reduced rate feasibility study for research and development or other assistance with research and development
- Grants from an investment trust (including charities) which may themselves have received the funds from a public body
- Grants from a part publicly funded venture capital fund
- Publicly administered funds, even if the funds were originally not public such as the national lottery

Waiver or deferral of fees or interest normally due to a public body such as the waiver or deferral of rent or waiver of interest normally due on late payment of taxation, rent or other costs to a public body.





## Schedule 7

### **a) Monthly Monitoring Form**

**Recipient:**

**Start Date:**

**Completion:**

Set out details of the progress you have made against the agreed monthly output/outcome delivery and delivery plan

By submitted

- A brief summary of performance against planned delivery (max A4 page)
- An updated monthly output values return
- An updated delivery plan
- An update risk register (including mitigation actions)

### **b) Quarterly Claim Form**

- Please submit a hard copy of this claim form (OVR) **signed by an individual (acting as Chief Finance Officer, with actual authority to sign on behalf of the Grant Funded Body (the statutory CFO in the case of a local authority))**, and follow up with an electronic copy
- Electronic copies should be returned to: your GLA project manager.
- Hard copies should be returned to: Aminata Diaby, Greater London Authority, City Hall, The Queen's Walk, London, SE1 2AA
- **Please attach evidence of output and outcomes delivery by providing an updated Participant Data Form, confidential electronic version only** (see section a & b. below for further guidance )

## **b.1 Output Values Return**

### **Outputs Value Return comprising delivery forecasts, profiles and actuals, the Project delivery plan and the Project Risk Register**

Note that Grantees must also input participant information into the Participant Data Form. The Outputs and Outcomes Value Return will be verified against the information in the Participant Data Form, The Participant Data Form must therefore be updated by the Grantee on at least a monthly basis in order to verify details entered into the Outputs and Outcomes Value Return, in accordance with the requirements set out in schedule 4 clause 1.(a)

Name of Organisation:	Reed in Partnership
Project Title:	Haringey Work Routes
Report Month	Jan-15

Project Specification:	HESP01
Date Grant Agreement:	02-Mar-15
Date Latest DoV:	02-Mar-15

FY 2014-15	Mar-15			
	PROFILE	FORECAST	ACTUAL	OUTTURN
Commencing on the project and receiving IAG	15	15	0	15
Completing 30 hours activity which moves towards employment	0	0	0	0
Entry to Employment	0	0	0	0
Entry to Employment @ the London Living Wage (Progression)	0	0	0	0
Sustained Employment (26 wks out of 32 wks)	0	0	0	0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	0	0	0	0
Young People (aged 16-24)	3	3	0	3
Parents (including lone parents)	4	4	0	4
BAME	8	8	0	8
Disabled	2	2	0	2
Women	8	8	0	8

FY 2015-16	Apr-15				May-15				Jun-15				Jul-15				Aug-15				Sep-15			
	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN
Commencing on the project and receiving IAG	25	25	12	25	30	30	1	30	30	30	30	0	30	30	30	0	20	20	0	20	30	30	0	30
Completing 30 hours activity which moves towards employment	7	7	11	7	19	19	0	19	26	26	0	26	28	28	0	28	28	28	0	28	24	24	0	24
Entry to Employment	1	1	0	1	5	5	0	5	7	7	0	7	10	10	0	10	10	10	0	10	11	11	0	11
Entry to Employment @ the London Living Wage (Progression)	0	0	0	0	1	1	0	1	1	1	0	1	1	1	0	1	1	1	0	1	1	1	0	1
Sustained Employment (26 wks out of 32 wks)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Young People (aged 16-24)	5	5	0	5	6	6	0	6	6	6	0	6	6	6	0	6	4	4	0	4	6	6	0	6
Parents (including lone parents)	6	6	0	6	8	8	0	8	8	8	0	8	8	8	0	8	5	5	0	5	8	8	0	8
BAME	14	14	0	14	17	17	0	17	17	17	0	17	17	17	0	17	11	11	0	11	17	17	0	17
Disabled	3	3	0	3	3	3	0	3	3	3	0	3	3	3	0	3	2	2	0	2	3	3	0	3
Women	13	13	0	13	15	15	0	15	15	15	0	15	15	15	0	15	10	10	0	10	15	15	0	15

FY 2015-16	Oct-15				Nov-15				Dec-15				Jan-16				Feb-16				Mar-16				FY 2016/17			
	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN
Commencing on the project and receiving IAG	30	30	0	30	30	30	0	30	20	20	0	20	30	30	0	30	30	30	0	30	30	30	0	30	335	335	13	335
Completing 30 hours activity which moves towards employment	24	24	0	24	28	28	0	28	28	28	0	28	24	24	0	24	24	24	0	24	29	29	0	29	289	289	11	289
Entry to Employment	8	8	0	8	10	10	0	10	12	12	0	12	11	11	0	11	10	10	0	10	12	12	0	12	107	107	0	107
Entry to Employment @ the London Living Wage (Progression)	1	1	0	1	1	1	0	1	1	1	0	1	1	1	0	1	1	1	0	1	1	1	0	1	11	11	0	11
Sustained Employment (26 wks out of 32 wks)	3	3	0	3	5	5	0	5	6	6	0	6	6	6	0	6	7	7	0	7	5	5	0	5	33	33	0	33
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	0	0	0	0	0	0	0	0	1	1	0	1	1	1	0	1	0	0	0	0	1	1	0	1	3	3	0	3
Young People (aged 16-24)	6	6	0	6	6	6	0	6	4	4	0	4	6	6	0	6	6	6	0	6	6	6	0	6	67	67	0	67
Parents (including lone parents)	8	8	0	8	8	8	0	8	5	5	0	5	8	8	0	8	8	8	0	8	8	8	0	8	84	84	0	84
BAME	17	17	0	17	17	17	0	17	11	11	0	11	17	17	0	17	17	17	0	17	17	17	0	17	184	184	0	184
Disabled	3	3	0	3	3	3	0	3	2	2	0	2	3	3	0	3	3	3	0	3	3	3	0	3	34	34	0	34
Women	15	15	0	15	15	15	0	15	10	10	0	10	15	15	0	15	15	15	0	15	15	15	0	15	168	168	0	168

FY 2016-17	Apr-16				May-16				Jun-16				Jul-16				Aug-16				Sep-16			
	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN	PROFILE	FORECAST	ACTUAL	OUTTURN
Commencing on the project and receiving IAG	30	30	0	30	30	30	0	30	30	30	0	30	30	30	0	30	30	30	0	30	0	0	0	0
Completing 30 hours activity which moves towards employment	29	29	0	29	29	29	0	29	28	28	0	28	28	28	0	28	29	29	0	29	29	29	0	29
Entry to Employment	11	11	0	11	12	12	0	12	11	11	0	11	10	10	0	10	10	10	0	10	10	10	0	10
Entry to Employment @ the London Living Wage (Progression)	2	2	0	2	1	1	0	1	2	2	0	2	1	1	0	1	1	1	0	1	1	1	0	1
Sustained Employment (26 wks out of 32 wks)	7	7	0	7	7	7	0	7	7	7	0	7	7	7	0	7	7	7	0	7	7	7	0	7
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	1	1	0	1	1	1	0	1	1	1	0	1	1	1	0	1	0	0	0	0	1	1	0	1
Young People (aged 16-24)	6	6	0	6	6	6	0	6	6	6	0	6	6	6	0	6	6	6	0	6	0	0	0	0
Parents (including lone parents)	8	8	0	8	8	8	0	8	8	8	0	8	8	8	0	8	8	8	0	8	0	0	0	0
BAME	17	17	0	17	17	17	0	17	17	17	0	17	17	17	0	17	17	17	0	17	0	0	0	0
Disabled	3	3	0	3	3	3	0	3	3	3	0	3	3	3	0	3	3	3	0	3	0	0	0	0
Women	15	15	0	15	15	15	0	15	15	15	0	15	15	15	0	15	15	15	0	15	0	0	0	0

FY 2016-17	Oct-16					Nov-16					Dec-16					Jan-17					Feb-17					Mar-17					FY 2016/17				
	PROFILE	FORECAST	ACTUAL	OUTTURN		PROFILE	FORECAST	ACTUAL	OUTTURN		PROFILE	FORECAST	ACTUAL	OUTTURN		PROFILE	FORECAST	ACTUAL	OUTTURN		PROFILE	FORECAST	ACTUAL	OUTTURN		PROFILE	FORECAST	ACTUAL	OUTTURN						
Commencing on the project and receiving IAG	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	150	150	0	150	150					
Completing 30 hours activity which moves towards employment	14	14	0	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	186	186	0	186	186					
Entry to Employment	9	9	0	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73	73	0	73	73					
Entry to Employment @ the London Living Wage (Progression)	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	9	0	9	9					
Sustained Employment (26 wks out of 32 wks)	7	7	0	7	7	7	0	7	6	6	0	6	6	0	6	6	6	0	6	5	5	0	5	79	79	0	79	79	0	79	79				
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	1	1	0	1	1	1	0	1	1	1	0	1	1	0	1	1	1	0	1	0	0	0	0	0	0	10	10	0	10	10					
Young People (aged 16-24)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30	30	0	30	30					
Parents (including lone parents)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	38	38	0	38	38					
BAME	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	83	83	0	83	83					
Disabled	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	15	0	15	15					
Women	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	75	75	0	75	75					

Name of Organisation:

Reed in Partnership

Project Title:

Haringey Work Routes

Project Specification Number

HESP01

GLA Project No

0

OVR version:

1

Date Grant Agreement:

02-Mar-15

Date Latest DoV:

02-Mar-15

	Target	Unit cost	Maximum funding
Advance	1	19,918.75	£19,918.75
Commencing on the project and receiving IAG	500	119.51	£59,755.00
Completing 30 hours activity which moves towards employment	475	209.67	£99,593.25
Entry to Employment	180	398.38	£71,708.40
Entry to Employment @ the London Living Wage (Progression)	20	398.38	£7,967.60
Sustained Employment (26 wks out of 32 wks)	112	1,274.80	£142,777.60
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	13	1,274.80	£16,572.40
Young People (aged 16-24)	20%	0.00	£0.00
Parents (including lone parents)	25%	0.00	£0.00
BAME	55%	0.00	£0.00
Disabled	10%	0.00	£0.00
Women	50%	0.00	£0.00
Repayment of Advance			£0.00
xxx			£0.00
LESS ADVANCE			-£19,918.75
TOTAL BUDGET			£398,374.25

Profile	Advance		Mar-15		Apr-15		May-15		Jun-15		Jul-15		Aug
	Outputs	Value	Outputs	Value	Outputs	Value	Outputs	Value	Outputs	Value	Outputs	Value	Outputs
Month	1	£19,918.75	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0
Cumulative	1	£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	1
Month	0	£0.00	15	£1,792.65	25	£2,987.75	30	£3,585.30	30	£3,585.30	30	£3,585.30	20
Cumulative	0	£0.00	15	£1,792.65	40	£4,780.40	70	£8,365.70	100	£11,951.00	130	£15,536.30	150
Month	0	£0.00	0	£0.00	7	£1,467.69	19	£3,983.73	26	£5,451.42	28	£5,870.76	28
Cumulative	0	£0.00	0	£0.00	7	£1,467.69	26	£5,451.42	52	£10,902.84	80	£16,773.60	108
Month	0	£0.00	0	£0.00	1	£398.38	5	£1,991.90	7	£2,788.66	10	£3,983.80	10
Cumulative	0	£0.00	0	£0.00	1	£398.38	6	£2,390.28	13	£5,178.94	23	£9,162.74	33
Month	0	£0.00	0	£0.00	0	£0.00	1	£398.38	1	£398.38	1	£398.38	1
Cumulative	0	£0.00	0	£0.00	0	£0.00	1	£398.38	2	£796.76	3	£1,195.14	4
Month	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0
Cumulative	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0
Month	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0
Cumulative	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0
Month	0	£0.00	3	£0.00	5	£0.00	6	£0.00	6	£0.00	6	£0.00	4
Cumulative	0	£0.00	3	£0.00	8	£0.00	14	£0.00	20	£0.00	26	£0.00	30
Month	0	£0.00	4	£0.00	6	£0.00	8	£0.00	8	£0.00	8	£0.00	5
Cumulative	0	£0.00	4	£0.00	10	£0.00	18	£0.00	25	£0.00	33	£0.00	38
Month	0	£0.00	8	£0.00	14	£0.00	17	£0.00	17	£0.00	17	£0.00	11
Cumulative	0	£0.00	8	£0.00	22	£0.00	39	£0.00	55	£0.00	72	£0.00	83
Month	0	£0.00	2	£0.00	3	£0.00	3	£0.00	3	£0.00	3	£0.00	2
Cumulative	0	£0.00	2	£0.00	4	£0.00	7	£0.00	10	£0.00	13	£0.00	15
Month	0	£0.00	8	£0.00	13	£0.00	15	£0.00	15	£0.00	15	£0.00	10
Cumulative	0	£0.00	8	£0.00	20	£0.00	35	£0.00	50	£0.00	65	£0.00	75
Month	0	£0.00	0	-£1,792.65	0	-£2,987.75	0	-£3,585.30	0	-£3,585.30	0	-£3,585.30	0
Cumulative	0	£0.00	0	-£1,792.65	0	-£4,780.40	0	-£8,365.70	0	-£11,951.00	0	-£15,536.30	0
Month	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0
Cumulative	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0

	Advance	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug
Month	£19,918.75	£0.00	£1,866.07	£6,374.01	£8,638.46	£10,252.94	
Cumulative	£19,918.75	£19,918.75	£21,784.82	£28,158.83	£36,797.29	£47,050.23	
Financial year							

\* Please note that due to rounding the value shown as Total Budget may differ from the Maximum Sum indicated in the GLA ESF Grant Agreement Particulars. The Grant Agreement Maximum Sum will take precedence in every instance.

Name of Organisation:

Reed in Partnership

Project Title:

Haringey Work Routes

Project Specification Number

HESP01

GLA Project No

0

	Target	Unit cost	Maximum funding	Jul-15	Sep-15		Oct-15		Nov-15		Dec-15		Jan-16		Feb-16	
				Value	Outputs	Value	Outputs	Value	Outputs	Value	Outputs	Value	Outputs	Value	Outputs	Value
Advance	1	19,918.75	£19,918.75	£0.00		£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00
				£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75
Commencing on the project and receiving IAG	500	119.51	£59,755.00	£2,390.20	30	£3,585.30	30	£3,585.30	30	£3,585.30	20	£2,390.20	30	£3,585.30	30	£3,585.30
				£17,926.50	180	£21,511.80	210	£25,097.10	240	£28,682.40	260	£31,072.60	290	£34,657.90	320	£38,243.20
Completing 30 hours activity which moves towards employment	475	209.67	£99,593.25	£5,870.76	24	£5,032.08	24	£5,032.08	28	£5,870.76	28	£5,870.76	24	£5,032.08	24	£5,032.08
				£22,644.36	132	£27,676.44	156	£32,708.52	184	£38,579.28	212	£44,450.04	236	£49,482.12	260	£54,514.20
Entry to Employment	180	398.38	£71,708.40	£3,983.80	11	£4,382.18	8	£3,187.04	10	£3,983.80	12	£4,780.56	11	£4,382.18	10	£3,983.80
				£13,146.54	44	£17,528.72	52	£20,715.76	62	£24,699.56	74	£29,480.12	85	£33,862.30	95	£37,846.10
Entry to Employment @ the London Living Wage (Progression)	20	398.38	£7,967.60	£398.38	1	£398.38	1	£398.38	1	£398.38	1	£398.38	1	£398.38	1	£398.38
				£1,593.52	5	£1,991.90	6	£2,390.28	7	£2,788.66	8	£3,187.04	9	£3,585.42	10	£3,983.80
Sustained Employment (26 wks out of 32 wks)	112	1,274.80	£142,777.60	£0.00	1	£1,274.80	3	£3,824.40	5	£6,374.00	6	£7,648.80	6	£7,648.80	7	£8,923.60
				£0.00	1	£1,274.80	4	£5,099.20	9	£11,473.20	15	£19,122.00	21	£26,770.80	28	£35,694.40
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	13	1,274.80	£16,572.40	£0.00	0	£0.00	0	£0.00	0	£0.00	1	£1,274.80	1	£1,274.80	0	£0.00
				£0.00	0	£0.00	0	£0.00	0	£0.00	1	£1,274.80	2	£2,549.60	2	£2,549.60
Young People (aged 16-24)	20%	0.00	£0.00	£0.00	6	£0.00	6	£0.00	6	£0.00	4	£0.00	6	£0.00	6	£0.00
				£0.00	36	£0.00	42	£0.00	48	£0.00	52	£0.00	58	£0.00	64	£0.00
Parents (including lone parents)	25%	0.00	£0.00	£0.00	8	£0.00	8	£0.00	8	£0.00	5	£0.00	8	£0.00	8	£0.00
				£0.00	45	£0.00	53	£0.00	60	£0.00	65	£0.00	73	£0.00	80	£0.00
BAME	55%	0.00	£0.00	£0.00	17	£0.00	17	£0.00	17	£0.00	11	£0.00	17	£0.00	17	£0.00
				£0.00	99	£0.00	116	£0.00	132	£0.00	143	£0.00	160	£0.00	176	£0.00
Disabled	10%	0.00	£0.00	£0.00	3	£0.00	3	£0.00	3	£0.00	2	£0.00	3	£0.00	3	£0.00
				£0.00	18	£0.00	21	£0.00	24	£0.00	26	£0.00	29	£0.00	32	£0.00
Women	50%	0.00	£0.00	£0.00	15	£0.00	15	£0.00	15	£0.00	10	£0.00	15	£0.00	15	£0.00
				£0.00	90	£0.00	105	£0.00	120	£0.00	130	£0.00	145	£0.00	160	£0.00
Repayment of Advance			£0.00	-£2,390.20	0	-£1,992.25	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00
				-£17,926.50	0	-£19,918.75	0	-£19,918.75	0	-£19,918.75	0	-£19,918.75	0	-£19,918.75	0	-£19,918.75
xxx			£0.00	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00
				£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00
LESS ADVANCE			-£19,918.75													
TOTAL BUDGET			£398,374.25													
EXPENDITURE PROFILE				Jul-15	Sep-15		Oct-15		Nov-15		Dec-15		Jan-16		Feb-16	
				£10,252.94	£12,680.49		£16,027.20		£20,212.24		£22,363.50		£22,321.54		£21,923.16	
				£57,303.17	£69,983.66		£86,010.86		£106,223.10		£128,586.60		£150,908.14		£172,831.30	

\* Please note that due to rounding the value shown as Total Budget may differ from the Maximum Sum indi

Name of Organisation:	Reed in Partnership
Project Title:	Haringey Work Routes
Project Specification Number	HESP01
GLA Project No	0

	Target	Unit cost	Maximum funding	Mar-16		Apr-16		May-16		Jun-16		Jul-16		Aug-16		Se
				Outputs	Value	Outputs	Value	Outputs	Value	Outputs	Value	Outputs	Value	Outputs	Value	Outputs
Advance	1	19,918.75	£19,918.75	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0
				1	£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	1
Commencing on the project and receiving IAG	500	119.51	£59,755.00	30	£3,585.30	30	£3,585.30	30	£3,585.30	30	£3,585.30	30	£3,585.30	30	£3,585.30	0
				350	£41,828.50	380	£45,413.80	410	£48,999.10	440	£52,584.40	470	£56,169.70	500	£59,755.00	500
Completing 30 hours activity which moves towards employment	475	209.67	£99,593.25	29	£6,080.43	29	£6,080.43	29	£6,080.43	28	£5,870.76	28	£5,870.76	29	£6,080.43	29
				289	£60,594.63	318	£66,675.06	347	£72,755.49	375	£78,626.25	403	£84,497.01	432	£90,577.44	461
Entry to Employment	180	398.38	£71,708.40	12	£4,780.56	11	£4,382.18	12	£4,780.56	11	£4,382.18	10	£3,983.80	10	£3,983.80	10
				107	£42,626.66	118	£47,008.84	130	£51,789.40	141	£56,171.58	151	£60,155.38	161	£64,139.18	171
Entry to Employment @ the London Living Wage (Progression)	20	398.38	£7,967.60	1	£398.38	2	£796.76	1	£398.38	2	£796.76	1	£398.38	1	£398.38	1
				11	£4,382.18	13	£5,178.94	14	£5,577.32	16	£6,374.08	17	£6,772.46	18	£7,170.84	19
Sustained Employment (26 wks out of 32 wks)	112	1,274.80	£142,777.60	5	£6,374.00	7	£8,923.60	7	£8,923.60	7	£8,923.60	7	£8,923.60	7	£8,923.60	7
				33	£42,068.40	40	£50,992.00	47	£59,915.60	54	£68,839.20	61	£77,762.80	68	£86,686.40	75
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	13	1,274.80	£16,572.40	1	£1,274.80	1	£1,274.80	1	£1,274.80	1	£1,274.80	1	£1,274.80	0	£0.00	1
				3	£3,824.40	4	£5,099.20	5	£6,374.00	6	£7,648.80	7	£8,923.60	7	£8,923.60	8
Young People (aged 16-24)	20%	0.00	£0.00	6	£0.00	6	£0.00	6	£0.00	6	£0.00	6	£0.00	6	£0.00	0
				70	£0.00	76	£0.00	82	£0.00	88	£0.00	94	£0.00	100	£0.00	100
Parents (including lone parents)	25%	0.00	£0.00	8	£0.00	8	£0.00	8	£0.00	8	£0.00	8	£0.00	8	£0.00	0
				88	£0.00	95	£0.00	103	£0.00	110	£0.00	118	£0.00	125	£0.00	125
BAME	55%	0.00	£0.00	17	£0.00	17	£0.00	17	£0.00	17	£0.00	17	£0.00	17	£0.00	0
				193	£0.00	209	£0.00	226	£0.00	242	£0.00	259	£0.00	275	£0.00	275
Disabled	10%	0.00	£0.00	3	£0.00	3	£0.00	3	£0.00	3	£0.00	3	£0.00	3	£0.00	0
				35	£0.00	38	£0.00	41	£0.00	44	£0.00	47	£0.00	50	£0.00	50
Women	50%	0.00	£0.00	15	£0.00	15	£0.00	15	£0.00	15	£0.00	15	£0.00	15	£0.00	0
				175	£0.00	190	£0.00	205	£0.00	220	£0.00	235	£0.00	250	£0.00	250
Repayment of Advance			£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0
				0	-£19,918.75	0	-£19,918.75	0	-£19,918.75	0	-£19,918.75	0	-£19,918.75	0	-£19,918.75	0
xxx			£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0
				0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0
LESS ADVANCE			-£19,918.75													
TOTAL BUDGET			£398,374.25													
EXPENDITURE PROFILE				Mar-16		Apr-16		May-16		Jun-16		Jul-16		Aug-16		Se
				£22,493.47		£25,043.07		£25,043.07		£24,833.40		£24,036.64		£22,971.51		
				£195,324.77		£220,367.84		£245,410.91		£270,244.31		£294,280.95		£317,252.46		
				£175,406.02												

\* Please note that due to rounding the value shown as Total Budget may differ from the Maximum Sum indi

CURRENT APPROVED PROFILE

Name of Organisation:

Reed in Partnership

Project Title:

Haringey Work Routes

Project Specification Number

HESP01

GLA Project No

0

	Target	Unit cost	Maximum funding	p-16	Oct-16		Nov-16		Dec-16		Jan-17		Feb-17		Mar-17		
				Value	Outputs	Value	Outputs	Value	Outputs	Value	Outputs	Value	Outputs	Value	Outputs	Value	
Advance	1	19,918.75	£19,918.75	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
				£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	1	£19,918.75	
Commencing on the project and receiving IAG	500	119.51	£59,755.00	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
				£59,755.00	500	£59,755.00	500	£59,755.00	500	£59,755.00	500	£59,755.00	500	£59,755.00	500	£59,755.00	
Completing 30 hours activity which moves towards employment	475	209.67	£99,593.25	£6,080.43	14	£2,935.38	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
				£96,657.87	475	£99,593.25	475	£99,593.25	475	£99,593.25	475	£99,593.25	475	£99,593.25	475	£99,593.25	
Entry to Employment	180	398.38	£71,708.40	£3,983.80	9	£3,585.42	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
				£68,122.98	180	£71,708.40	180	£71,708.40	180	£71,708.40	180	£71,708.40	180	£71,708.40	180	£71,708.40	
Entry to Employment @ the London Living Wage (Progression)	20	398.38	£7,967.60	£398.38	1	£398.38	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
				£7,569.22	20	£7,967.60	20	£7,967.60	20	£7,967.60	20	£7,967.60	20	£7,967.60	20	£7,967.60	
Sustained Employment (26 wks out of 32 wks)	112	1,274.80	£142,777.60	£8,923.60	7	£8,923.60	7	£8,923.60	6	£7,648.80	6	£7,648.80	6	£7,648.80	5	£6,374.00	
				£95,610.00	82	£104,533.60	89	£113,457.20	95	£121,106.00	101	£128,754.80	107	£136,403.60	112	£142,777.60	
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	13	1,274.80	£16,572.40	£1,274.80	1	£1,274.80	1	£1,274.80	1	£1,274.80	1	£1,274.80	1	£1,274.80	0	£0.00	
				£10,198.40	9	£11,473.20	10	£12,748.00	11	£14,022.80	12	£15,297.60	13	£16,572.40	13	£16,572.40	
Young People (aged 16-24)	20%	0.00	£0.00	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
				£0.00	100	£0.00	100	£0.00	100	£0.00	100	£0.00	100	£0.00	100	£0.00	
Parents (including lone parents)	25%	0.00	£0.00	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
				£0.00	125	£0.00	125	£0.00	125	£0.00	125	£0.00	125	£0.00	125	£0.00	
BAME	55%	0.00	£0.00	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
				£0.00	275	£0.00	275	£0.00	275	£0.00	275	£0.00	275	£0.00	275	£0.00	
Disabled	10%	0.00	£0.00	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
				£0.00	50	£0.00	50	£0.00	50	£0.00	50	£0.00	50	£0.00	50	£0.00	
Women	50%	0.00	£0.00	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
				£0.00	250	£0.00	250	£0.00	250	£0.00	250	£0.00	250	£0.00	250	£0.00	
Repayment of Advance			£0.00	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
				-£19,918.75	0	-£19,918.75	0	-£19,918.75	0	-£19,918.75	0	-£19,918.75	0	-£19,918.75	0	-£19,918.75	
xxx			£0.00	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
				£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	0	£0.00	
LESS ADVANCE			-£19,918.75														
TOTAL BUDGET			£398,374.25														
EXPENDITURE PROFILE				p-16	Oct-16		Nov-16		Dec-16		Jan-17		Feb-17		Mar-17		
				£20,661.01	£17,117.58		£10,198.40		£8,923.60		£8,923.60		£8,923.60		£6,374.00		
				£337,913.47	£355,031.05		£365,229.45		£374,153.05		£383,076.65		£392,000.25		£398,374.25		
														2014/15		£203,049.48	

\* Please note that due to rounding the value shown as Total Budget may differ from the Maximum Sum indi



PROJECT ANNUAL VARIANCE REPORT

Name of Organisation:	Reed in Partnership
Project Title:	Haringey Work Routes
GLA Project No	0

Project Specification:	HESP01
Date Grant Agreement:	02-Mar-15
Date Latest DoV:	02-Mar-15

19/02/15

Targets	
	Target
Advance	1
Commencing on the project and receiving IAG	500
Completing 30 hours activity which moves towards employment	475
Entry to Employment	180
Entry to Employment @ the London Living Wage (Progression)	20
Sustained Employment (26 wks out of 32 wks)	112
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	13
Young People (aged 16-24)	20%
Parents (including lone parents)	25%
BAME	55%
Disabled	10%
Women	50%

OUTPUTS

Financial Year 14/15			Financial Year 15/16			Financial Year 16/17			Lifetime		
Profile	Outturn	Variance	Profile	Outturn	Variance	Profile	Outturn	Variance	Profile	Outturn	Variance
1	1	0	0	0	0	0	0	0	1	1	0
15	15	0	335	335	0	150	150	0	500	500	0
0	0	0	289	289	0	186	186	0	475	475	0
0	0	0	107	107	0	73	73	0	180	180	0
0	0	0	11	11	0	9	9	0	20	20	0
0	0	0	33	33	0	79	79	0	112	112	0
0	0	0	3	3	0	10	10	0	13	13	0
3	3	0	67	67	0	30	30	0	100	100	0
4	4	0	84	84	0	38	38	0	125	125	0
8	8	0	184	184	0	83	83	0	275	275	0
2	2	0	34	34	0	15	15	0	50	50	0
8	8	0	168	168	0	75	75	0	250	250	0
40	40	0	1,314	1,314	0	747	747	0	2,101	2,101	0

FINANCIALS

Budgets				Financial Year 14/15			Financial Year 15/16			Financial Year 16/17			Lifetime		
	Target	Unit cost (£)	Maximum funding (£)	Budget(£)	Outturn (£)	Variance	Budget(£)	Outturn (£)	Variance	Budget(£)	Outturn (£)	Variance	Budget	Outturn (£)	Variance
Advance	1	19,919	19,919	19,919	19,919	0	0	0	0	0	0	0	19,919	19,919	0
Commencing on the project and receiving IAG	500	120	59,755	1,793	1,793	0	40,036	40,036	0	17,927	17,927	0	59,755	59,755	0
Completing 30 hours activity which moves towards employment	475	210	99,593	0	0	0	60,595	60,595	0	38,999	38,999	0	99,593	99,593	0
Entry to Employment	180	398	71,708	0	0	0	42,627	42,627	0	29,082	29,082	0	71,708	71,708	0
Entry to Employment @ the London Living Wage (Progression)	20	398	7,968	0	0	0	4,382	4,382	0	3,585	3,585	0	7,968	7,968	0
Sustained Employment (26 wks out of 32 wks)	112	1,275	142,778	0	0	0	42,068	42,068	0	100,709	100,709	0	142,778	142,778	0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	13	1,275	16,572	0	0	0	3,824	3,824	0	12,748	12,748	0	16,572	16,572	0
				0	0	0	0	0	0	0	0	0	0	0	0
Young People (aged 16-24)	20%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Parents (including lone parents)	25%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BAME	55%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Disabled	10%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Women	50%	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Less Advance			-19,919	-1,793	-1,793	0	-18,126	-18,126	0				-19,919	-19,919	0
TOTAL			398,374	19,919	19,919	0	175,406	175,406	0	203,049	203,049	0	398,374	398,374	0

\*Note : Financial year Output line Actuals are capped to financial year Output line Budget Value

PROJECT MONTHLY VARIANCE REPORT

Name of Organisation:	Reed in Partnership
Project Title:	Haringey Work Routes
GLA Project No	0

Project Specification:	HESP01
Date Grant Agreement:	02-Mar-15
Date Latest DoV:	02-Mar-15

FY 2014-15	Mar-15		
	PROFILE	OUTTURN	VARIANCE
Commencing on the project and receiving IAG	15	15	0
Completing 30 hours activity which moves towards employment	0	0	0
Entry to Employment	0	0	0
Entry to Employment @ the London Living Wage (Progression)	0	0	0
Sustained Employment (26 wks out of 32 wks)	0	0	0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	0	0	0
Young People (aged 16-24)	3	3	0
Parents (including lone parents)	4	3.75	0
BAME	8	8	0
Disabled	2	2	0
Women	8	8	0

FY 2015-16	Apr-15			May-15			Jun-15			Jul-15			Aug-15			Sep-15		
	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE
Commencing on the project and receiving IAG	25	25	0	30	30	0	30	30	0	30	30	0	20	20	0	30	30	0
Completing 30 hours activity which moves towards employment	7	7	0	19	19	0	26	26	0	28	28	0	28	28	0	24	24	0
Entry to Employment	1	1	0	5	5	0	7	7	0	10	10	0	10	10	0	11	11	0
Entry to Employment @ the London Living Wage (Progression)	0	0	0	1	1	0	1	1	0	1	1	0	1	1	0	1	1	0
Sustained Employment (26 wks out of 32 wks)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Young People (aged 16-24)	5	5	0	6	6	0	6	6	0	6	6	0	4	4	0	6	6	0
Parents (including lone parents)	6	6	0	8	8	0	8	8	0	8	8	0	5	5	0	8	8	0
BAME	14	14	0	17	17	0	17	17	0	17	17	0	11	11	0	17	17	0
Disabled	3	3	0	3	3	0	3	3	0	3	3	0	2	2	0	3	3	0
Women	13	13	0	15	15	0	15	15	0	15	15	0	10	10	0	15	15	0

FY 2015-16	Oct-15			Nov-15			Dec-15			Jan-16			Feb-16			Mar-16		
	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE
Commencing on the project and receiving IAG	30	30	0	30	30	0	20	20	0	30	30	0	30	30	0	30	30	0
Completing 30 hours activity which moves towards employment	24	24	0	28	28	0	28	28	0	24	24	0	24	24	0	29	29	0
Entry to Employment	8	8	0	10	10	0	12	12	0	11	11	0	10	10	0	12	12	0
Entry to Employment @ the London Living Wage (Progression)	1	1	0	1	1	0	1	1	0	1	1	0	1	1	0	1	1	0
Sustained Employment (26 wks out of 32 wks)	3	3	0	5	5	0	6	6	0	6	6	0	7	7	0	5	5	0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	0	0	0	0	0	0	1	1	0	1	1	0	0	0	0	1	1	0
Young People (aged 16-24)	6	6	0	6	6	0	4	4	0	6	6	0	6	6	0	6	6	0
Parents (including lone parents)	8	8	0	8	8	0	5	5	0	8	8	0	8	8	0	8	8	0
BAME	17	17	0	17	17	0	11	11	0	17	17	0	17	17	0	17	17	0
Disabled	3	3	0	3	3	0	2	2	0	3	3	0	3	3	0	3	3	0
Women	15	15	0	15	15	0	10	10	0	15	15	0	15	15	0	15	15	0

PROJECT MONTHLY VARIANCE REPORT

FY 2016-17	Apr-16			May-16			Jun-16			Jul-16			Aug-16			Sep-16		
	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE
Commencing on the project and receiving IAG	30	30	0	30	30	0	30	30	0	30	30	0	30	30	0	0	0	0
Completing 30 hours activity which moves towards employment	29	29	0	29	29	0	28	28	0	28	28	0	29	29	0	29	29	0
Entry to Employment	11	11	0	12	12	0	11	11	0	10	10	0	10	10	0	10	10	0
Entry to Employment @ the London Living Wage (Progression)	2	2	0	1	1	0	2	2	0	1	1	0	1	1	0	1	1	0
Sustained Employment (26 wks out of 32 wks)	7	7	0	7	7	0	7	7	0	7	7	0	7	7	0	7	7	0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	1	1	0	1	1	0	1	1	0	1	1	0	0	0	0	1	1	0
Young People (aged 16-24)	6	6	0	6	6	0	6	6	0	6	6	0	6	6	0	0	0	0
Parents (including lone parents)	8	8	0	8	8	0	8	8	0	8	8	0	8	8	0	0	0	0
BAME	17	17	0	17	17	0	17	17	0	17	17	0	17	17	0	0	0	0
Disabled	3	3	0	3	3	0	3	3	0	3	3	0	3	3	0	0	0	0
Women	15	15	0	15	15	0	15	15	0	15	15	0	15	15	0	0	0	0

FY 2016-17	Oct-16			Nov-16			Dec-16			Jan-17			Feb-17			Mar-17		
	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE	PROFILE	OUTTURN	VARIANCE
Commencing on the project and receiving IAG	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Completing 30 hours activity which moves towards employment	14	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Entry to Employment	9	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Entry to Employment @ the London Living Wage (Progression)	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sustained Employment (26 wks out of 32 wks)	7	7	0	7	7	0	6	6	0	6	6	0	6	6	0	5	5	0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	1	1	0	1	1	0	1	1	0	1	1	0	1	1	0	0	0	0
Young People (aged 16-24)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Parents (including lone parents)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BAME	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Disabled	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Women	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

OUTPUTS ACHIEVED AND CLAIMED TO DATE

Name of organisation	Reed in Partnership
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Project title	Haringey Work Routes
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Total funding approved	£398,374	GLA Project No	£0
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2014-15

Outputs and outcomes	Lifetime Target	Unit Cost	Max Funding	Number of outputs and outcomes claimed per month												Total 2014/15
				Mar 15												
Advance	1	£19,919	£19,919	0												0
Commencing on the project and receiving IAG	500	£120	£59,755	0												0
Completing 30 hours activity which moves towards employment	475	£210	£99,593	0												0
Entry to Employment	180	£398	£71,708	0												0
Entry to Employment @ the London Living Wage (Progression)	20	£398	£7,968	0												0
Sustained Employment (26 wks out of 32 wks)	112	£1,275	£142,778	0												0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	13	£1,275	£16,572	0												0
Young People (aged 16-24)	20%			0												0
Parents (including lone parents)	25%			0												0
BAME	55%			0												0
Women	50%			0												0
Disabled	10%			0												0
Less Advance			-£19,919													
Total Funding			£398,374													0

Total actual monthly income:		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Total 2012/13 cumulative income to date:		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

2015-16

Outputs and outcomes	Lifetime Target	Unit Cost	Max Funding	Number of outputs and outcomes claimed per month												Total 2015/16
				Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	
Advance	1	£19,919	£19,919	0	0	0	0	0	0	0	0	0	0	0	0	0
Commencing on the project and receiving IAG	500	£120	£59,755	12	1	0	0	0	0	0	0	0	0	0	0	13
Completing 30 hours activity which moves towards employment	475	£210	£99,593	11	0	0	0	0	0	0	0	0	0	0	0	11
Entry to Employment	180	£398	£71,708	0	0	0	0	0	0	0	0	0	0	0	0	0
Entry to Employment @ the London Living Wage (Progression)	20	£398	£7,968	0	0	0	0	0	0	0	0	0	0	0	0	0
Sustained Employment (26 wks out of 32 wks)	112	£1,275	£142,778	0	0	0	0	0	0	0	0	0	0	0	0	0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	13	£1,275	£16,572	0	0	0	0	0	0	0	0	0	0	0	0	0
Young People (aged 16-24)	20%			0	0	0	0	0	0	0	0	0	0	0	0	0
Parents (including lone parents)	25%			0	0	0	0	0	0	0	0	0	0	0	0	0
BAME	55%			0	0	0	0	0	0	0	0	0	0	0	0	0
Women	50%			0	0	0	0	0	0	0	0	0	0	0	0	0
Disabled	10%			0	0	0	0	0	0	0	0	0	0	0	0	0
Less Advance			-£19,919													
Total Funding			£398,374													0

Total monthly income:		£2,306	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Total 2013/14 Cumulative Income		£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306
Total Lifetime Cumulative Income:		£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306

OUTPUTS ACHIEVED AND CLAIMED TO DATE

2016-17

Outputs and outcomes	Lifetime Target	Unit Cost	Max Funding	Number of outputs and outcomes claimed per month												
				Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Total 2016/7
Advance	1	£19,919	£19,919	0	0	0	0	0	0	0	0	0	0	0	0	0
Commencing on the project and receiving IAG	500	£120	£59,755	0	0	0	0	0	0	0	0	0	0	0	0	0
Completing 30 hours activity which moves towards employment	475	£210	£99,593	0	0	0	0	0	0	0	0	0	0	0	0	0
Entry to Employment	180	£398	£71,708	0	0	0	0	0	0	0	0	0	0	0	0	0
Entry to Employment @ the London Living Wage (Progression)	20	£398	£7,968	0	0	0	0	0	0	0	0	0	0	0	0	0
Sustained Employment (26 wks out of 32 wks)	112	£1,275	£142,778	0	0	0	0	0	0	0	0	0	0	0	0	0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	13	£1,275	£16,572	0	0	0	0	0	0	0	0	0	0	0	0	0
Young People (aged 16-24)	20%	£0	£0	0	0	0	0	0	0	0	0	0	0	0	0	0
Parents (including lone parents)	25%	£0	£0	0	0	0	0	0	0	0	0	0	0	0	0	0
BAME	55%			0	0	0	0	0	0	0	0	0	0	0	0	0
Women	50%			0	0	0	0	0	0	0	0	0	0	0	0	0
Disabled	10%			0	0	0	0	0	0	0	0	0	0	0	0	0
Less Advance			-£19,919													
Total Funding			£398,374													0
Total forecast monthly income:				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
Total 2014/15 Cumulative Income:				£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total Lifetime Cumulative Income:				£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306	£2,306

GENERAL	ORIGINAL PROFILE	REVISED PROFILE 1	REVISED PROFILE 2	CHANGES (ORIGINAL TO REVISED)
Project Title	Haringey Work Routes	Haringey Work Routes	Haringey Work Routes	
Organisation	Reed in Partnership	Reed in Partnership	Reed in Partnership	
Project Spec	HESP01	HESP01	HESP01	
GLA Project No		0	0	
GLA Project Manager	Aminata Diaby	Aminata Diaby	Aminata Diaby	
Date Grant Agreement	02-Mar-15	02-Mar-15		

#### TARGETS

Advance	1	1		0
Commencing on the project and receiving IAG	500	500		0
Completing 30 hours activity which moves towards employment	475	475		0
Entry to Employment	180	180		0
Entry to Employment @ the London Living Wage (Progression)	20	20		0
Sustained Employment (26 wks out of 32 wks)	112	112		0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	13	13		0
Young People (aged 16-24)	20%	20%		0
Parents (including lone parents)	25%	25%		0
BAME	55%	55%		0
Disabled	10%	10%		0
Women	50%	50%		0

#### UNIT COSTS

Advance	19,919	19,919		0
Commencing on the project and receiving IAG	120	120		0
Completing 30 hours activity which moves towards employment	210	210		0
Entry to Employment	398	398		0
Entry to Employment @ the London Living Wage (Progression)	398	398		0
Sustained Employment (26 wks out of 32 wks)	1,275	1,275		0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	1,275	1,275		0

#### MAXIMUM

Target Advance	19,919	19,919	0	0
Commencing on the project and receiving IAG	59,755	59,755	0	0
Completing 30 hours activity which moves towards employment	99,593	99,593	0	0
Entry to Employment	71,708	71,708	0	0
Entry to Employment @ the London Living Wage (Progression)	7,968	7,968	0	0
Sustained Employment (26 wks out of 32 wks)	142,778	142,778	0	0
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	16,572	16,572	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
Total Funding	398,374	398,374	0	0

		Consequence			
		1	2	3	4
Likelihood	4				
	3				
	2				
	1				

Project Risk Register

Project Name

Haringey Work Routes

Delivery Partner

Reed in Partnership

Risk Register Owner

GLA Project No.

0

Date (mmm-yy)

Overall Project Risk Rating

A

Overall Reputational Risk Rating

A

Risk No.	Risk Details	Risk Owner	Likelihood	Consequence	R A G Status	Action Plan Summary	Action Plan Owner	Review Date
1								
2								
3								
4								
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# Risk Scoring

## Likelihood

Score	Likelihood	Descriptor
1	Improbable	0-25%
2	Possible	26% - 50%
3	Likely	<b>51% - 75%</b>
4	Highly Likely	76% - 100%

		Consequence			
		1	2	3	4
Likelihood	4				
	3				
	2				
	1				

## Consequence

Score	Consequence	Financial Impact	Schedule	Health & Safety	GLA Output & Outcome Targets	Environment	Reputation	Legal/PI
1	Moderate	Thousands of £	Week	Minor injury	Project misses one or more target by up to 10%	Short/ Medium term local damage to site	Minor local adverse press coverage / minor stakeholder concerns	Improvement/ Prohibition notice
2	Significant	Tens of £ thousands	Month	Major injury	Project misses targets by 10% to 25%	Long term damage to site /and(or) local short term damage (off-site)	Major local adverse press coverage / major stakeholder concerns	Prosecution with fine
3	Substantial	Hundreds of thousands of £'s	6 Months	Fatality	Project misses target by 25% to 50%	Long term widespread (ie off site) damage	National adverse media coverage/National adverse stakeholder impact	Directors charged, national public enquiry, major compensation claims
4	Catastrophic	Millions of £'s	Year	Multiple fatalities	Project achieves less than 50% of target	Permanent widespread damage	International adverse media coverage (one year or more)/International adverse stakeholder impact	Directors convicted, major compensation claims exceeding available cover



HESP01	Haringey Work Routes
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Project milestones

No	Milestones, including payment triggers, achievements outcomes and benefits (chronological order)	Planned completion date	Revised (forecast) date	Actual completion date	Comments
1	Key Milestones -Pre-start and Implementation	dd/mm/yyyy	dd/mm/yyyy	dd/mm/yyyy	
2					
3					
4					
5					
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73					
74					

# PROJECT OUTPUTS AND VALUES RETURN (OVR)

Name of Organisation:	Reed in Partnership		
Project Title:	Haringey Work Routes		
Project Specification	HESP01	GLA Project Number	0
Claim period	1	GLA Project Manager	Aminata Diaby
Claim date	Mar-15		

OVR version:	1
Date Grant Agreement:	02-Mar-15
Date Latest DoV:	

Output/Outcome	Maximum Funding	Unit Cost	Target	Total Outputs from previous claims	Total remaining Eligible Outputs	Outputs achieved this month (+)	Outputs above target level to be reported this month (zero)	Output adjustments this month (-)	Total Outputs Reported this Month	New Cumulative Output Total	New Cumulative Claimable Output Total	Number of Outputs to be Claimed this Month	Funding Received to Date	Funding to be Claimed this Month	New Cumulative Funding Total	Remaining Funding to claim	
Advance	19,918.75	19,918.75	1	0	1		0		0	0	0	0	£0.00	£0.00	£0.00	£19,919	
Commencing on the project and receiving IAG	59,755.00	119.51	500	0	475		0		0	0	0	0	£0.00	£0.00	£0.00	£39,836.25	
Completing 30 hours activity which moves towards employment	99,593.25	209.67	475	0	475		0		0	0	0	0	£0.00	£0.00	£0.00	£99,593.25	
Achievement of equalities targets																	
Young People (aged 16-24)			20%	0	100		0		0	0							
Parents (including lone parents)			25%	0	125		0		0	0							
BAME			55%	0	275		0		0	0							
Disabled			10%	0	50		0		0	0							
Women			50%	0	250		0		0	0							
Entry to Employment	71,708.40	398.38	180	0	180		0		0	0	0	0	£0.00	£0.00	£0.00	£71,708.40	
Entry to Employment @ the London Living Wage (Progression)	7,967.60	398.38	20	0	20		0		0	0	0	0	£0.00	£0.00	£0.00	£7,967.60	
Sustained Employment (26 wks out of 32 wks)	142,777.60	1,274.80	112	0	112		0		0	0	0	0	£0.00	£0.00	£0.00	£142,777.60	
Sustained Employment (26 wks out of 32 wks) @ LLW (Progression)	16,572.40	1,274.80	13	0	13		0		0	0	0	0	£0.00	£0.00	£0.00	£16,572.40	
TOTALS	418,293.00	Comments: Please use to explain any variances to your forecasts in DP Project Forecast sheet.									TOTALS			£0.00	£0.00	£0.00	£398,374.25
LESS ADVANCE	-19,918.75										GROSS ELIGIBLE FUNDING						£398,374.25
PROJECT COST	398,374.25										LESS OTHER FUNDING RECEIVED						
											NET ELIGIBLE FUNDING						£398,374.25

## **b.2 Participant Data Form (PDF)**

The lead provider and its delivery partners will be expected to record all required participant information (including the stages of their progression) on the client management system, Meganexus.

The information recorded on Meganexus will be used to support the claims process and enable lead partners to run a monthly and quarterly report called “Participant Data Form”

The Participant Data Form incorporates the following data items;

1	Project Code
2	UPIN - Beneficiary
3	First name
4	Last name
5	Address Line 1
6	Address Line 2
7	Address Line 3
8	Postcode
9	Home phone number
10	Mobile phone number
11	E-mail
12	Pre-intervention employment status
13	Length of unemployment or In low paid employment
15	Date of Birth
16	Age on Enrolment
17	Ward
18	Referral Source
19	Highest Qualification
20	Equality Group - Ethnic Origin
21	Equality Group - Gender
22	Equality Group - Disability (self-declaration)
23	Equality Group - Lone Parent
24	Equality Group - Aged 16 -24
25	Eligibility confirmed
26	Participant Start has developed a bespoke training plan (including goal)
27	Enrolment completed in full
28	GLA declaration signed
29	Enrolment Start Date
30	Output: Start/Receiving IAG support session Draft/Submitted
31	Over Performance against Contract
32	Output: Start/Receiving IAG support session - Month Claimed
33	Date 30 hours of support starts
34	Date 30 hours of support ends
35	Output: 30 hours of support (Draft/Submitted)
36	Over Performance against Contract
37	Output: 30 hours of support (Month Claimed)
38	Job Entry - Start Date
39	Output: Job Entry (Draft/Submitted)
40	Over Performance against Contract

41	<b>Output: Job Entry (Month Claimed)</b>
42	<b>Sustained Job (26 weeks) Achievement Date</b>
43	<b>Output: Sustained Job (26 weeks) Draft/Submitted</b>
44	<b>Over Performance against Contract</b>
45	<b>Output: Sustained Job (26 weeks) Month Claimed</b>
46	<b>Confirmation that the participant has been in a job for at least 26 out of 32 weeks</b>
47	<b>Sustained Job (26 weeks) Test</b>
48	<b>Job Entry at, or above LLW (progression) Start Date</b>
49	<b>Output: Job Entry at, or above LLW (progression) Draft/Submitted</b>
50	<b>Over Performance against Contract</b>
51	<b>Output: Job Entry at, or above LLW (progression) Month Claimed</b>
52	<b>Sustained Job at, or above LLW (sustained progression) (26 weeks) Achievement Date</b>
53	<b>Output: Sustained Job at, or above LLW (sustained progression) (26 weeks) Draft/Submitted</b>
54	<b>Over Performance against Contract</b>
55	<b>Output: Sustained Job at, or above LLW (sustained progression) (26 weeks)</b>
56	<b>Confirmation that the participant has been in a job at, or above LLW (sustained progression) for at least 26 out of 32 weeks</b>
57	<b>sustained progression (Sustained Job at, or above LLW) (26 weeks) Test</b>
58	<b>Output: Leaver Leave Date</b>
59	<b>Qualifications gained</b>
60	<b>Leaver Type</b>
61	<b>Leaving Status</b>

## **Schedule 8**

### **SELF-EVALUATION TEMPLATE**

Use this template to complete the self-evaluation.

#### **Project Summary**

**Place Name**

**Borough Name**

**GLA Project Manager**

**Manager completing the self evaluation**

**Total GLA funding for project**

**Total lifetime cost of project**

**Other public/private investment**

**Actual Project start date**

**Actual Project end date**

**1.0 Executive Summary**

**2.0 Methodology**

**3.0 Project Background, Context and Rationale**

**4.0 Project Aims and Objectives**

## 5.0 Project Outputs and Spend (Gross)

### 5.1 Commentary on project outputs

### 5.2 Project output table

Table 2.

Output	Target Outputs	Actual Outputs	Variance Actual Outputs against Final Outputs	
			(Actual)	(%)
Enter Output Name				
Enter Output Name				
Enter Output Name ...				
Outcome	Target Outcome	Actual Outcome	Variance Actual Outcomes against Final Outcomes	
			(Actual)	(%)
Enter Outcome Name				
Enter Outcome Name				
Enter Outcome Name ...				

### 5.3 Commentary on project spend

## 5.4 Project spend table

Table 1: Provide information on all project costs and funding within Table 1.				
	Final Budget (£)	Actual Spend (£)	Variance Actual Spend against Final Budget	
			(£)	(%)
GLA Funding: Revenue				
GLA Funding: Capital				
<b>Total GLA Funding</b>				
Recipient Contribution: Rev				
Recipient Contribution: Cap				
<b>Total Borough Contribution</b>				
Private Contribution: Rev				
Private Contribution: Cap				
<b>Total Private Contribution</b>				
Project Cost: Revenue				
Project Cost: Capital				
<b>Total Project Cost</b>				



- 5.5 Management and administration costs**
  - 5.6 Conclusions on outputs and spend**
- 6.0 Assessment of Impact by Aim/Objective and Outcome**
  - 6.1 Achievements against project objectives**
    - 6.1.1 Aim/Objective 1**
    - 6.1.2 Aim/Objective 2**
    - 6.1.3 Aim/Objective 3**
  - 6.2 Achievement against project outcomes**
  - 6.3 Strategic Added Value**
- 7.0 Trends and Issues**
  - 7.1 Key Barriers to Achievement**
  - 7.2 Key Opportunities**
  - 7.3 Management and Delivery Processes**
  - 7.4 Added Value**
  - 7.5 Value for Money**
  - 7.6 Exit Strategy**
- 8.0 Cross-cutting themes**
- 9.0 Key Conclusions & Lessons learnt**
- 10.0 Using and Sharing the Results from the Evaluation (if appropriate)**

## 11.0 GLA Peer Review

### GLA Project Manager Comments

**Notes to GLA Managers:** (see suggested guide questions below) the purpose of your commentary is to provide a level of scrutiny of the report that is appropriate to your role and responsibilities as the project's GLA Manager rather than strict verification of all of the report's content; where possible, recommend where and how you think improvements can be made to produce the highest quality self-evaluation that is reasonably possible; avoid yes/no answers – try to offer specific examples from the report to support your comments;

- |   |  |
|---|--|
| <b>1. Compliance</b>                    | <Have all relevant parts of the report been completed?>  |
| <b>2. Timeliness</b>                    | <Was the self-evaluation completed in time?>   |
| <b>3. Accuracy of the evidence base</b> | <Is the data and information presented factually correct?><br><br><Is the evidence used to support the analysis and conclusions made in this report sound, robust, credible?><br><br><Have sources of information been adequately referenced?> |
| <b>4. Objectivity</b>                   | <Are the findings and conclusions objective /impartial – e.g. sufficiently supported and justified by the evidence and analysis presented in the report?>  |

### GLA Manager Approval:

**Name:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## **Schedule 9**

### **Not applicable**

Name of project: [       ]

Name of applicant  
organisation: [       ]

	Total project value (GLA + Match)	Total GLA funding	GLA capital funding	GLA revenue funding	Total Match	Non Recipient Match	Recipient Match	Recipient Match Capital	Recipient Match Revenue	Non- Recipient Match - Capital	Non- Recipient Match - Revenue
Total for all years											
2013-14											
2014-15											
2015-16											

I hereby certify that:

1. the organisation named above is eligible to provide public match funding

2. the match funding provided does not contain any funds which have been provided by the GLA group

Signed: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Schedule 10**

**Certificate of Output Delivery Output Delivery**

**Haringey Employment Support Project  
Certificate of Output Delivery for 2014/15**

**Please read the Guidance Notes before completing this form**

Notes:

- i.* Please use this form to provide a certified statement of output and outcome delivery on the HES project;
- ii.* The statement should be submitted direct to the GLA by **30<sup>th</sup> April 2015** at the latest;

**Project Details**

GLA Contract Number	
GLA Project Number	
Name of project	
Name of Grant Funded Body	
Name and Telephone Number of Grant Recipient Project Officer Dealing with Queries	
Name of GLA Project Manager	
Address of funded body	

## Certificate of Outputs and Outcomes Delivered

**Table 1.**

Recovery of Advance	Outputs delivered	Unit cost for Output £	Totals £
a) Advance Received			
b) Participant Starts Achieved			
c) Amount of advance owed at the start of the reporting period			
d) Outstanding balance due to GLA (b-c)			

**Note:** If the outstanding balance in Table 1 is a negative figure, this amount will be recovered from future claims for Participant Starts until the total value of the advance has been recovered. Negative figures should be included in row (c) in Table 1 of next year's COD. If the outstanding balance is a positive figure, please transfer this amount to Table 2 below (Participant Starts - Column D), if not enter zero.

**Table 2.**

(a) Details of Outputs Type	(b) Outputs delivered  <i><b>Within 2013/14</b></i>	(c) Unit cost for Output £	(d) Payment <b>due</b> for Outputs achieved/ delivered In 2013/14 £	(e) Payments received from GLA in 2013/14 £	(f) Balance due from/to GLA (d)–(e) £
<b>Paid Outputs/Outcomes</b>					
Value of Participant Starts delivered					
30hrs Employment Support					
Entry into Employment					
Progression (Entry into Employment at above LLW)					
Sustained Engagement in Employment for 26 weeks					
Sustained Progression for 26 weeks					
<b>Unpaid Outputs/Outcomes</b>					
Participant Starts					
30hrs Employment Support					
Entry into Employment					
Progression (Entry into Employment at above LLW)					
Sustained Engagement in Employment for 26 weeks					
Sustained Progression for 26 weeks					
		<b>Total</b>			

## Explanation of variances

Any variances between Table 2 and the outputs, outcomes and payments reported to and/or claimed from the GLA during 2014-15 must be explained in this section. This includes those variances which result in a balance to or from the GLA in column (f) of Table 2, but is not limited to these.

Type here. Please expand the box as necessary.



### **Certificate**

I certify that, to the best of my knowledge and belief:

- (i) the figures in Table 1 and Table 2 have been prepared in accordance with the guidance note and are fairly stated;
- (ii) the unit costs shown in Table 2 were fully and solely expended on the project for which approval has been given by the Agency as set out in the Conditions of Grant Agreement dated , and exclude recoverable VAT;
- (iii) no other Public Sector Grants, other grants or contributions have been made or will be payable to the Grant Recipient towards the expenditure or delivery of the Outputs and Outcomes included in the statement in Table 2;
- (iv) An inventory of capital assets acquired, built or improved wholly or partly using GLA funds is established and maintained in accordance with the Conditions of Grant Agreement
- (v) The performance monitoring systems used to generate performance output data and record project milestones are appropriate for the purpose and have been accurately maintained.
- (vi) Supporting evidence for all outputs and outcomes reported to the GLA has been collected and maintained in accordance with the requirements of the Grant Agreement

Signed by an individual with actual authority to sign on behalf of the Grant Funded Body  
(The Chief Finance Officer in the case of a local authority)

Signature

Name (*BLOCK Capitals please*)

Job Title

Date

Telephone number

Tel:	Ext.:

**Schedule 11**

**Output and outcome Definitions and Evidence Handbook**

**and**

**Delivery Partner Handbook**

**Haringey Employment Support Project**  
**Output and Outcomes Definitions & Evidence Handbook**

**MAYOR OF LONDON**

This documents details the evidence required to claim an output or an outcome

**Verification** evidence should be collected by the grant funding organisations. Evidence will be checked periodically by the GLA to verify the outputs / outcomes reported.

### Output definitions

**\*P = Programme level output / outcome**

Output	P*	Measures	Definition	Verification
<b>Corporate priorities – jobs outputs</b>				
Programme outputs				
<b>Participant Start / Receiving IAG support session</b>		<p>The number of eligible people enrolling / registering for participation on the MRF funded project that receive an IAG support session.</p> <p>Only one '<b>Participant Start/Receiving IAG support session</b>' output payment will be made per participant.</p>	<p>Eligible Participants must be unemployed or economically inactive (as defined in Statement of Requirements)</p> <p>The definition for unemployed and economically inactive can be found at Annex A.</p> <p>Or</p> <p>Eligible participants must be in low paid employment (below the London Living Wage).</p>	<p>Registration form signed by the participant, which captures the following:</p> <ul style="list-style-type: none"> <li>- Participant name</li> <li>- Address, including borough and full postcode,</li> <li>- Age and date of birth,</li> <li>- Registration date,</li> <li>- Status at start of the project e.g. unemployment/ economically inactive/in low paid employment /or other eligible status as defined in the project proposal.</li> <li>- Length of unemployment/ inactivity on starting, using the following categories: <ul style="list-style-type: none"> <li>3 – 6 months</li> <li>6 – 11 months</li> <li>12 – 23 months</li> <li>24 – 35 months</li> <li>36 months;</li> </ul> </li> <li>- Highest Level of Qualification Held;</li> <li>- Confirmation that an induction has been delivered.</li> <li>- Confirmation that the participant has received IAG (information, advice and guidance).</li> <li>- Signed Bespoke Training Plan</li> </ul> <p>For equalities monitoring purposes the following data should be collected for each participant:</p> <ul style="list-style-type: none"> <li>• Gender</li> <li>• Ethnicity (see Annex A)</li> <li>• Disability or health condition (see Annex A)</li> </ul>

Output	P*	Measures	Definition	Verification
<b>Employment support activities (30hrs minimum)</b>	✓	<p>Number of participants who complete 30 hours of employment support activity (which moves them towards employment)</p> <p>Only one <b>‘Employment support activity’</b> output payment can be claimed per participant.</p> <p>The output can only be claimed once a minimum of 30hrs of activities have been achieved</p>	<p>Must involve some sort of interaction with individuals. The individual must be resident in the borough. Assistance may include:</p> <ul style="list-style-type: none"> <li>• provision of information, advice and guidance (e.g. interview training)</li> <li>• removing barriers to work (e.g. crèche)</li> <li>• advice on how to start own business</li> <li>• qualifications</li> <li>• mentoring</li> <li>• vocation training programmes</li> <li>• organising work experience / volunteering</li> </ul>	<p>Individual – name, address, post code, date of birth, evidence that they were unemployed or economically inactive, or employment at risk (e.g. P45)</p> <p>Type of assistance – letter or forms signed and dated by the person on what assistance they received and date (template provided), proof of qualifications achieved.</p> <p>Form from work placement / volunteering / training provider stating duration of attendance signed by provider and participant.</p>
<b>Entry into Employment (including Entry into Employment at, or above, the London Living Wage- progression)</b>	✓	<p>Number of people entering employment/self employment as a result of an MRF intervention.</p> <p>The number of participants or individuals entering employment is counted.</p> <p><b>Only one ‘Entry into Employment’ output payment can be claimed per participant.</b></p>	<p>An entry to employment output can be claimed if the individual enters employment /self-employment</p> <p>Or</p> <p>An entry to employment output can be claimed if the individual enters employment paying at or above the London Living Wage.</p>	<p>Confirmation from the employer / delivery partner of the following :</p> <ul style="list-style-type: none"> <li>• participant name</li> <li>• job title</li> <li>• job start date</li> <li>• typical hours worked per week</li> <li>• name address and telephone number of employer</li> <li>• confirmation that the participant is receiving minimum wage (based on age) or confirmation that the job is paid and details of starting salary either national minimum wage, between national minimum wage</li> </ul> <p>Or</p> <p>(for participant progressing from a low-paid job), confirmation that the participant is receiving London Living Wage or above London Living Wage.</p> <p><b>Evidence</b> should be verified by the employer in the form of a letter, email or form signed by the employer. Where evidence cannot be verified by the employer it should be self-certified by the participant and supported by evidence such as a payslip or contract of employment. In exceptional cases, where self-certification is used and is not supported by evidence such as a payslip or contract of employment, the delivery partner must retain copies of correspondence to evidence that requests were made</p>

Output	P*	Measures	Definition	Verification
			<p>An entry to employment output can be claimed if the individual start an apprenticeship</p> <p>Apprenticeships relate to work-based training. These must relate to standard definitions of apprenticeships as outlined by the National Apprenticeship Service</p> <p>Counted when it can be shown that the apprenticeship position constitutes a new job</p>	<p>to the employer.</p> <p>For Participants who have entered <b>self employment</b>, the delivery partner should retain copies at least one of the following forms of evidence;</p> <ul style="list-style-type: none"> <li>• Copies of trading invoices from suppliers/customers to verify trading status;</li> <li>• Confirmation of Business registration with HMRC; or</li> <li>• Confirmation of the creation of a Business bank account; or</li> <li>• Participant self-declaration And written confirmation of;</li> <li>• The Business name, address, postcode and telephone number; and</li> <li>• Status (i.e. sole trader, partnership, limited company, plc etc); and</li> <li>• The date when the company/person started trading</li> </ul> <p>Confirmation from the employer / delivery partner of the following :</p> <ul style="list-style-type: none"> <li>• participant name</li> <li>• job title</li> <li>• job start date</li> <li>• typical hours worked per week</li> <li>• name address and telephone number of employer</li> <li>• Details of apprenticeship framework, level, provider of apprenticeship</li> </ul> <p><b>Evidence</b> should be verified by the employer in the form of a letter, email or form signed by the employer. Where evidence cannot be verified by the employer it should be self-certified by the participant and supported by evidence such as a payslip or contract of employment. In exceptional cases, where self-certification is used and is not supported by evidence such as a payslip or contract of employment, the delivery partner must retain copies of correspondence to evidence that requests were made to the employer.</p>

Output	P*	Measures	Definition	Verification
<b>Progression (Entry into Employment at, or above, the London Living Wage- progression)</b>	✓	<p>Number of people entering employment/self employment as a result of an MRF intervention.</p> <p>The number of participants or individuals entering employment is counted.</p> <p>Only one 'Entry into Employment' output payment can be claimed per participant.</p>	<p>An entry to employment output can be claimed if the individual enters employment paying at or above the London Living Wage.</p>	<p>Confirmation from the employer / delivery partner of the following :</p> <ul style="list-style-type: none"> <li>• participant name</li> <li>• job title</li> <li>• job start date</li> <li>• typical hours worked per week</li> <li>• name address and telephone number of employer</li> <li>• confirmation that the participant is receiving London Living Wage or above London Living Wage.</li> </ul> <p>Evidence should be verified by the employer in the form of a letter, email or form signed by the employer. Where evidence cannot be verified by the employer it should be self-certified by the participant and supported by evidence such as a payslip or contract of employment. In exceptional cases, where self-certification is used and is not supported by evidence such as a payslip or contract of employment, the delivery partner must retain copies of correspondence to evidence that requests were made to the employer.</p> <p>For Participants who have entered self employment, the delivery partner should retain copies at least one of the following forms of evidence;</p> <ul style="list-style-type: none"> <li>• Copies of trading invoices from suppliers/customers to verify trading status;</li> <li>• Confirmation of Business registration with HMRC; or</li> <li>• Confirmation of the creation of a Business bank account; or</li> <li>• Participant self-declaration And written confirmation of;</li> <li>• The Business name, address, postcode and telephone number; and</li> <li>• Status (i.e. sole trader, partnership, limited company, plc etc); and</li> <li>• The date when the company/person started trading</li> </ul> <p>Confirmation from the employer / delivery partner of the following :</p>

Output	P*	Measures	Definition	Verification
			<p>An entry to employment output can be claimed if the individual start an apprenticeship</p> <p>Apprenticeships relate to work-based training. These must relate to standard definitions of apprenticeships as outlined by the National Apprenticeship Service</p> <p>Counted when it can be shown that the apprenticeship position constitutes a new job</p>	<ul style="list-style-type: none"> <li>• participant name</li> <li>• job title</li> <li>• job start date</li> <li>• typical hours worked per week</li> <li>• name address and telephone number of employer</li> <li>• Details of apprenticeship framework, level, provider of apprenticeship</li> </ul> <p>Evidence should be verified by the employer in the form of a letter, email or form signed by the employer. Where evidence cannot be verified by the employer it should be self-certified by the participant and supported by evidence such as a payslip or contract of employment. In exceptional cases, where self-certification is used and is not supported by evidence such as a payslip or contract of employment, the delivery partner must retain copies of correspondence to evidence that requests were made to the employer.</p>



## Outcome definitions

Outcome	P	Measures	Definition	Verification
<b>Sustained employment - 26 weeks (out of 32)</b>	✓	<p>Number of participants remaining in employment for a period of 26 weeks out of 32 weeks</p> <p>Only one '<b>Sustained Employment for 26 weeks</b>' outcome payment may be claimed per participant.</p> <p>A '<b>Sustained Employment for 26 weeks</b>' outcome payment can only be claimed if a related 'Entry into Employment' output has previously been claimed.</p>	<p>Outcome measures the number of participants who sustain employment for a period of 26 weeks out of 32 weeks following participation in the MRF funded intervention.</p>	<p>Confirmation from employer(s) by letter, email or signed declaration of the start date, number of weeks the participant has been continuously employed and that the participant is receiving recompense of at least the National Minimum Wage; OR Self-certification from participant confirming start date, weeks of continuous employment supporting by contract of employment or payslips. In exceptional cases where self-certification is used and is not supported by evidence such as a payslip(s) or contract(s) of employment, the Delivery Partner must retain copies of correspondence to evidence that requests were made to the employer.</p> <p>For 26 weeks <b>sustained self employment</b> the delivery partner should retain one of the following: copies of Business bank account statements demonstrating business activity; or copies of trading invoices from suppliers/customers date at least 26 weeks after the evidence used to verify to entry into self-employment ; or evidence of record keeping that will be used for HMRC tax assessments when due; or tax return (if filed before 12 month point) - Type of return is dependent on the legal entity of the business; or participant self declaration supported by a declaration from their business mentor.</p> <p>If the participant has been in employment with more than one employer during the 32 weeks, delivery partners must also retain verification of the leaving date from each employer so that the cumulative total of engagement is recorded. This will be verified by; confirmation from the employer in writing on their letterhead of the start date and the leave date of the participant.</p>

Outcome	P	Measures	Definition	Verification
<b>Sustained employment progression (i.e: at, or above the London Living Wage )– 26 weeks (out of 32)</b>	✓	<p>Number of participants remaining Number of participants remaining in higher paid (i.e: at, or above the London Living Wage ) employment for a period of 26 weeks out of 32 weeks</p> <p>Only one <b>‘Sustained Employment for 26 weeks’</b> outcome payment may be claimed per participant.</p> <p>A <b>‘Sustained Employment Progression for 26 weeks’</b> outcome payment can only be claimed if a related ‘Entry into Employment (at, or above the London Living Wage)’ output has previously been claimed</p>	Outcome measures the number of participants who sustain employment (at or above the London Living Wage) for a period of 26 weeks out of 32 weeks following participation in the MRF funded intervention.	<p>Confirmation from employer by letter, email or signed declaration of the start date, number of weeks the participant has been continuously employed and that the participant is receiving recompense of at least the London Living Wage or above; OR Self-certification from participant confirming start date, weeks of continuous employment supporting by contract of employment or payslips. In exceptional cases where self-certification is used and is not supported by evidence such as a payslip(s) or contract(s) of employment, the Delivery Partner must retain copies of correspondence to evidence that requests were made to the employer.</p> <p>If the participant has been in employment with more than one employer during the 32 weeks, delivery partners must also retain verification of the leaving date from each employer so that the cumulative total of engagement is recorded. This will be verified by; confirmation from the employer in writing on their letterhead of the start date and the leave date of the participant.</p>

## Annex A

### i) Definitions:

**Employment** is defined as a minimum of 16 hours of paid work per week for the unemployed and a minimum 8 hours of paid work per week for the economically inactive.

**Unemployed** people are defined as people who are out of work, who want a job, who have actively sought work in the last four weeks, and are ready to start work in the next two weeks, as at the date they start the GLA programme. This includes those who are claiming active benefits such as Jobseekers Allowance.

**Economically inactive** people are defined as those who want to work, but are either not looking for, or not available for work in the next two weeks. This includes those who are claiming inactive benefits (such as Incapacity Benefit, Employment and Support Allowance, Disability Living Allowance, Income Support).

### ii) Monitoring Categories

#### Ethnic monitoring and reporting categories

- 1 - White – British
- 2 - White - Irish
- 3 - White - Other
- 4 - Mixed - White and Black Caribbean
- 5 - Mixed - White and Black African
- 6 - Mixed - White and Asian
- 7 - Mixed - Other
- 8 - Asian or Asian British - Indian
- 9 - Asian or Asian British - Pakistani
- 10 - Asian or Asian British - Bangladeshi
- 11 - Asian or Asian British - Other
- 12 - Black or Black British - Caribbean
- 13 - Black or Black British - African
- 14 - Black or Black British - Other
- 15 - Chinese
- 16 - Other (please specify)
- 17 - Prefer not to say

#### Definition of disability

Disabled participants are categorised as those who;

- have a work-limiting disability or learning difficulty (which includes long term health problems); or
- have a disability covered by the Equality Act 2010.

The Act defines a disabled person as a person with 'a physical or mental impairment which has a substantial and long term adverse effect on his ability to carry out normal day-to-day activities'. This means that, in general:

- the person must have an impairment that is either physical or mental;
- the impairment must have adverse effects which are substantial;
- the substantial adverse effects must be long-term ; and
- the long-term substantial adverse effects must be effects on normal day-to-day activities.

Guidance on the Equality Act 2010 can be found at;  
<http://odi.dwp.gov.uk/docs/wor/new/ea-guide.pdf>

# **Haringey Employment Support Project**

## **DELIVERY PARTNER HANDBOOK**

**MAYOR OF LONDON**

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### Template forms

#### Starter Forms

Participant Enrolment Form  
 Induction Checklist  
 Bespoke Training Plan

#### Progression Outcome Evidence Forms

Entry into Employment Outcome  
 Progression (Employment at or above LLW)  
 Sustained Employment at 26 weeks Outcome  
 Sustained Progression (Employment at or above LLW) at 26 weeks Outcome

#### Additional Supporting Forms

Case study template  
 Participant Exit Strategy Questionnaire

## **Section One – Introduction**

### **1.1 About the Mayor's Regeneration Fund (MRF) Funding**

In August 2011, following the unprecedented disturbances across London, the Mayor announced £70 million towards major long term improvements to the damaged town centers and high streets. The fund is focused both on the areas which were worst affected, and where there is potential to drive growth and prosperity.

The Mayor wants to ensure we maintain the momentum created as repair and rebuilding work begins so that the affected areas are not only restored, but become places that are better than before to live, work and invest in. This means making the most of the investment by ensuring all development contracts bring jobs and apprenticeships to the local area.

The 2011 disturbances started in Tottenham, which was one of the worst affected areas. Following this, the Mayor of London announced a combined £41M investment programme for Tottenham to support regeneration and the drive for long-term economic growth and jobs.

The GLA has been working closely with the London Borough of Haringey to develop their proposals, using their allocation of funds, to deliver major physical, social and economic regeneration initiatives. These will ensure that the people of Tottenham benefit from, and can access, the opportunities associated with the process of regeneration.

A revised Tottenham Employment and Skills (TES) plan has been agreed and brings together separately funded LB Haringey and GLA packages of employment and skills projects. The revised package aims to address the persistent disadvantage relative to the London and borough average, experienced by Tottenham residents with lower levels of employment, earnings and educational attainment.

The GLA with support from Haringey Council has now launched the Employment Support element of the programme which will help people furthest from the labour market, or in low paid employment, toward employment and/or a higher paid job.

The Haringey Employment Support Project will be delivered from March 2015 to March 2017 by awarding two grants of £398,375 each.

The GLA will issue a Grant Agreement to two organisations, who will be responsible for the successful delivery of the project. These organisations will be referred to throughout this handbook as the Lead Delivery Partner. Any other organisations involved with the project, as identified in the funding application, will be referred to as Project Partners.

Each Lead Delivery Partner should allocate a named person to be the main contact with the GLA, usually the Project Manager, who should be the person responsible for the day-to-day management of this project. Projects will also be required to nominate a second contact to cover periods of absence by the main contact, and a 'Noticee' who will be responsible for any communications in relation to amendments to the Grant Agreement and/or its terms.

## **1.2      About this Handbook**

This handbook has been designed as an aid to organisations running the GLA Haringey Employment Support project. It includes information on reporting to the GLA, claiming payments, evidence requirements and template forms for collecting data and evidencing activity.

**This handbook is to be used as guidance only. It will remain the responsibility of the Lead Delivery Partner to ensure that GLA rules are followed at all times.**

## **1.3      Grant Agreement**

Project staff should ensure they are familiar with the GLA Grant Agreement including the Schedules. The Grant Agreement contains the contractual obligations for the project.



## **Section Two – Managing GLA Projects**

### **2.1 Overview**

The Lead Delivery Partner must keep auditable records and evidence to support all activity delivered and all information provided to the GLA, and to aid with the management of the project. Lead Delivery Partners should keep up-to-date project files in which to store all project information and records relating to both outputs/outcomes and finance. GLA Project Managers will visit projects on a regular basis and will expect to see all of this information held in an appropriate and accessible manner.

### **2.2 Getting Started**

#### **2.2.1 Project Induction**

The GLA held an Induction Meeting for all new GLA projects which you would have been required to attend. This, including the GLA's expectations with regards to performance, reporting and quality, and further details about the GLA other requirements

Each project has been assigned a Project Manager at the GLA who will maintain regular contact with project staff via telephone or email and visits. This will enable the GLA to view and understand the progress of your project and allow your organisation to raise and address any issues relating to the project.

Additional workshops or briefings may be held throughout the project delivery to support projects, share good practice and facilitate networking between different MRF projects. Your GLA Project Manager will inform you of any planned events.

#### **2.2.2 Steering Group**

A formal steering group should be set up to oversee the management, delivery and strategic direction of the project. Members should include individuals and organisations that are involved in, and can contribute to, the development and management of the project.

Regular meetings should be held and records of agendas and minutes should be kept in the project files. The GLA will, on occasion, check files to ensure that adequate records of the steering group meetings are kept.

#### **2.2.3 Staff**

A project staffing structure should be drawn up and kept on file. This will ensure that all staff members and the steering group are aware of the lines of responsibility. All Project Managers should be employed by the Lead Delivery Partner and should be in a position to take responsibility for the project.

The Lead Delivery Partner must ensure that the recruitment and selection of all staff follows statutory requirements concerning Equal Opportunities, Race Discrimination and Disability Discrimination. Each member of staff should be issued with a Job Description that details their main responsibilities.

The Lead Delivery Partner should ensure that there is adequate evidence of the employment of staff kept in the project files such as employment contracts and recruitment adverts.

#### **2.2.4 Delivery Plan**

The purpose of a delivery plan is to provide a framework to show the tasks and responsibilities of everyone involved in the project, and should help to keep the project on track. It should be used as a working document and regularly updated.

The delivery plan should include the project structure, steering group details, key milestones, budget information and output and expenditure profiles.

#### **2.2.5 Project Partners and Sub-Contractors**

Lead Delivery Partners must not enter into more than one level of sub-contracting, e.g. – you should not sub-contract to an organisation that would sub-contract some of this work to a different organisation. You should ensure a Service Level Agreement (SLA) or Partnership Agreement is implemented, setting out roles and responsibilities, and is signed by both parties

The Lead Delivery Partner should remember that they are ultimately responsible for the Grant. It is up to the Lead Delivery Partner to ensure that the Project Partners understand the project objectives, achieve their target outputs, deliver a quality service, maintain accurate records, keep clear audit trails and understand their roles within the project. The same applies to Consortia applications whereby the lead consortia member will be responsible for ensuring that other consortia members adhere to the GLA's minimum requirements regarding quality and record keeping.

Most Lead Delivery Partners will have identified Project Partners on their application form, and the GLA would not expect these Partners to change during the lifetime of the project. However, where specific circumstances arise in which new Project Partners need to be brought in to the project partnership, you must comply with GLA procurement requirements to identify and select new partners. Procurement requirements are set out in Clause 8 of your Grant Agreement. Projects in this situation must seek written approval from their GLA Project Manager for the change prior to entering into any agreement with new Project Partners.

### **2.2.6 Data Protection**

Some of the information that you store about Participants will be sensitive and confidential. You will need to ensure that you take data protection into consideration and comply with the requirements of the Data Protection Act. For further information on data protection and how it will affect your organisation, please refer to the Information Commissioner web-site, which offers further guidance on data protection and its implementation, [www.ico.gov.uk](http://www.ico.gov.uk)

### **2.2.7 Data Protection Declaration**

The GLA will require delivery partner to report statistical data to demonstrate activity taking place on projects. This information will be taken from the Participant Data Form.

Personal contact details might be passed on to an organisation that has been selected to undertake the evaluation for the GLA's MRF Programme. Findings from the evaluation will be presented in an anonymised format and no individuals will be mentioned by name or by other distinguishing characteristics. Participants will be contacted by the evaluators and will have the option not to participate in the evaluation.

This information is included in the 'Data Protection Declaration' in the Enrolment Form, and Participants must agree to this and sign the declaration before they can start on your project.

## **2.3 Project Delivery**

### **2.3.1 Project Management**

Please refer to Clauses 2 and 4 of your Grant Agreement for details of your contractual obligations regarding project management.

### **2.3.2 Risk Register**

The risk register is a tool to determine the likelihood of problems occurring and identify solutions to prevent or minimise their impact in order to maximise the success of your project.

All Lead Delivery Partners will be required to maintain a risk register for the project. This will be drawn up in discussion with the GLA during pre-Grant negotiation. Lead Delivery Partners may also choose to set up risk registers with their Project Partners.

### **2.3.3 Marketing**

All GLA projects must publicise the fact that they are being funded by the GLA. Projects are also required to ensure that all Participants are aware that they are receiving support from the GLA.

Projects are required to comply with the GLA publicity guidelines. All project literature, including any project information on Project Partners' websites must include an acknowledgement of GLA support and should display the Mayor of London logo. This can be found at schedule 3 of the GLA Grant Funding Agreement and will also be provided to you in electronic format as well as the branding guideline.

Before using any materials containing the logo, you must forward a copy to your GLA Project Manager and obtain permission to use the materials. The GLA has strict guidelines concerning the use of its logo and may ask you to amend the way that your materials are presented. You should give as much notice as possible to obtain permission from the GLA, but no less than one week.

Each project will be required to submit at least one good news story and/or case study per quarter as part of the documentation required by GLA. The GLA is interested in hearing about anything positive that is happening on the project or that has happened as a result of the project. The GLA will use this information in its own press releases and publicity materials. As with data provided in the Participant Data Form, any publicity including information or images of individuals on projects must be approved for use by the individual themselves, and releases must be signed and held on the project records as evidence. Please refer to the template provided by the GLA. Further details of your contractual commitments regarding marketing and logos can be found in Clause 9 of your Grant Agreement.

In order to demonstrate how you have promoted your project, you should keep copies of all publicity materials and press cuttings in an easily accessible folder.

### **2.3.4 Equalities**

The GLA is committed to ensuring that public funds are distributed fairly so that all of London's diverse communities can benefit from our work.

To measure the effectiveness of our work we require our project partners to collect certain information about the people supported by our projects.

Occasionally people are confused as to why we are asking for personal information about them e.g. their Faith/Religion or sexual orientation etc. We ask these questions because research has shown that certain groups experience discrimination. We monitor the equality data provided to us in order to ensure that our projects represent the diversity of London's communities.

Collecting diversity data enables us to identify those projects that have successfully supported individuals who are representative of the local community, as well as verifying the eligibility of clients if projects targeted particular communities in their

original application. It also builds on lessons learned for future projects in the promotion of equality of opportunity.

When you are encouraging your Participants to provide this information, the following check list may be helpful;

- 1) Confidentiality - explain how data will be stored
- 2) Benefits - explain what the benefits of declaring are
- 3) Reasons - explain why the GLA needs the data
- 4) Definition - explain how different aspects of diversity are defined
- 5) Positive attitude - reassure Participants that whatever is declared, your organisation is committed to equality and will not discriminate against them
- 6) Bigger picture - explain what your organisation is doing to value equality and diversity across its remit

## **2.4 Participants**

### **2.4.1 Eligibility of Participants**

A Participant is someone who will take part in and directly benefit from the activities offered by the project

To be eligible for support from the project an individual must be:

- legally resident in the UK;
- able to take paid employment in a European Union member state.

You must ensure that the Participants on your project match the target groups set out in the relevant project statement of requirements, and those stated within your project application form.

The 'GLA Haringey Employment Support Output Definitions and Evidence Requirements Handbook' includes definitions of 'unemployed' and 'economically inactive' Participants. Projects should ensure that they are familiar with these definitions and ensure participants are reported against the correct category..

### **2.4.2 Financial Support to Participants**

Some projects will be providing support to Participants, for example in the form of travel expenses, childcare costs or training allowances. The project will be required to keep records of funds spent on Participant support to verify expenditure at end of year and end of project audits.

The following list includes examples of Participant costs and details the types of records that will be required for audit purposes. Please note this list is for guidance only and is not exhaustive:

- **Travel expenses** – copies/photocopies of tickets, petrol receipts and

evidence of travel by vehicle, travel expense claim forms, Participant signature that cash has been received, and internal budget reports.

- **Training allowances** – Participant signature that cash has been received, cheque counter-foils, internal budget reports.
- **Carer/childcare costs** – invoices, internal budget reports, evidence of registration for child carers. Please note childcare costs can only be paid directly to the child carer and NOT to the Participant. The child-carer MUST be registered to look after children and their registration number must appear on all invoices submitted for payment. Costs for caring for children or other dependants should show the net weekly or hourly costs involved, excluding any contributions from Participants towards these costs
- **External course costs**, the length of the course, and the cost of travel, board and lodging must be shown. Costs for external courses should be claimed under 'other costs'.
- **Subsistence** – invoices, receipts, internal budget reports.
- **Training materials and minor equipment** - invoices, internal budget reports.

## 2.5. State Aids

As a public authority, the GLA is legally obliged to comply with State Aid rules governing the provision of public funding to commercial enterprises. Giving public funding to commercial enterprises, whether provided directly or indirectly through state resources, is incompatible with the Common Market if it distorts or threatens to distort competition. Please ensure you refer to Clause 8 and Schedule 6 of your Grant Agreement.

## 2.6 Quality

### 2.6.1 Participant Feedback

Obtaining feedback from Participants is crucial. Regular feedback contributes to effective project monitoring and management, and actively involves the learner and all those contributing to the learning experience, such as managers, tutors, guidance staff and employers.

You will need to be able to demonstrate that:

- Participants are provided with regular opportunities to give feedback about the project and their activities towards achieving the objectives set in their Bespoke Training Plan, usually through periodic reviews.
- You have in place a process for dealing with complaints in an effective and timely manner.

You should provide Participants with access to, and explain the complaints procedure at Participant inductions. Any information concerning complaints from learners should be reported to and actioned by a senior member of the Lead Delivery Partner. Actions should be recorded and retained in line with your organisation's complaints procedure.

Participant feedback may take many forms depending on the nature of the programme. For example:

- Satisfaction surveys and questionnaires;
- Individual or group discussions, the outcomes of which are recorded and retained;
- Learner participation in project management meetings and or steering group meetings.

You will need to keep evidence of any feedback in your project management file and any action that arose as a result of this feedback.

### **2.6.2 Project Evaluation**

The GLA evaluation framework requires that all projects are evaluated in a robust, proportionate and timely manner, taking into account the type and scale of the project being evaluated. You will find the 'GLA Self Evaluation Template in your Grant Agreement and an electronic copy will be provided by your GLA MRF Project Manager. The information provided in this template is intended to help projects conduct a successful evaluation that meets the requirements of the GLA.

As part of both the GLA's programme evaluations Participants may be contacted to give their views on the project funded activities they have undertaken. Please see section 2.2.7 of this handbook for further details.

### **2.6.3 Certificate of Output Delivery**

After the end of each financial year, each project will need to complete a Certificate of output and Outcome Delivery (COD) which will be required to be signed by an authorised signatory who can confirm output and outcome delivery during a Financial Year. A template COD is available at Schedule 10 of your Grant Agreement.

The GLA has developed this document for use with Output Funded programmes, and the COD verifies the outputs and outcomes delivered, and funding received for that delivery, including any adjustments required from previous funding years.

#### **Deadline for annual COD**

The deadline for completion and return to your GLA Project Manager of the COD each Financial Year will be no later than 30 days following the end of the Financial Year.

The deadline for the completion and return of the final lifetime COD to your GLA Project Manager will be no later than 30<sup>th</sup> April 2017.

#### **PLEASE NOTE:**

The GLA **will not** release payment for claims submitted 30 days after the beginning of a new Financial Year until a satisfactory and completed COD has been received for the previous financial year.

#### **2.6.4 Procurement**

When procuring works, equipment, goods and services related to your project please read and comply with the guidance within Clause 8 of your Grant Agreement and ensure that you follow best value principles.



## **Section Three – Reporting, Claiming Payments and Monitoring**

### **3.1 Payment and Reporting Requirements**

#### **Monthly Reporting**

Lead Delivery Partners are required to submit an electronic version of the Outputs Values Return (OVR), found at Schedule 7 (b.1) of your Grant Agreement, and comprising of delivery forecasts, profiles and actuals, the project Risk Register and the project Milestones Template. The OVR must be received by your GLA Project Manager no later than 10 working days after each calendar month.

The PDF (see 3.1.2) must also be submitted and must balance with information submitted in the OVR, and verification may involve requests by the GLA for Lead Delivery Partners to check and amend if necessary information on the PDF or resubmit the OVR as appropriate.

#### **Claims**

Each project will usually be paid quarterly in arrears, based on the value of the outputs claimed for the period. Lead Delivery Partners may request more frequent payment schedules, and this will be agreed at the GLA's discretion. Alternatively the GLA may require more frequent payment schedules, and Lead Delivery Partners will be informed in writing if this is required. Projects will be paid no more frequently than by calendar month.

The claim consists of three elements; the Participant Data Form, the Outputs and Outcomes Values Return (OVR), and the Invoice.

As with monthly reporting, Lead Delivery Partners are required to submit an electronic version of the OVR. The OVR must be received by your GLA Project Manager no later than 14 days after each quarter.

The PDF must balance with information submitted in the OVR, and verification may involve requests by the GLA for Lead Delivery Partners to check and amend as necessary information on the PDF Database or resubmit the OVR as appropriate.

Once the PDF and OVR balance and you have received written confirmation from your GLA Project Manager that they are content with the accuracy of the documents and the PDF, you must submit a hard copy of the appropriate pages from the OVR signed by an authorised signatory, and you may then make your claim.

Advance payments, where requested in the Payment Trigger Calculator (PTC) submitted with your original application and found in Schedule 5 of your Grant Agreement, will be paid with your first claim and then recovered against the initial payments for project starters. No further payment for starters will be made until the entire value of the advance has been recouped by the GLA. The OVR will automatically calculate the offsetting of the advance payment.

The OVR will be provided as an Excel spreadsheet for reporting purposes. This spreadsheet will have formulae and codes embedded within it. You must report using these templates and the spreadsheets must not be amended without prior written instructions from the GLA.

For the final claim period of the project the final OVR must be submitted to your GLA Project Manager no later than 16<sup>th</sup> April 2017.

### **3.1.1 Making a claim**

Following the execution of your Grant Agreement your GLA Project Manager will provide you with a Purchase Order number which should be used on all invoices related to your project claims. In order to claim your payments, you will need to send an invoice to your GLA Project Manager who will verify the amount and then forward this to the GLA Accounts team for payment. The amount that you request in your invoice should be the same as the amount verified in your OVR.

Provided that there are no discrepancies between the amount on your invoice and the amount of your OVR, and that the correct Purchase Order number and claim period are quoted on your invoice, payments should be made within 30 days of receipt.

You should ensure that you keep a copy of the invoices that you have submitted and check them against payments made into your bank account.

### **3.1.2 HESP Participant Data Form & Outputs Values Return (OVR)**

#### **HESP Participant Data Form**

The lead provider and its delivery partners will be expected to record all required participant information (including the stages of their progression) on the client management system, Meganexus. The information recorded on Meganexus will be used to support the claims process and enable lead partners to run a monthly and quarterly report called “HESP Participant Data Form”.

The GLA will arrange for any necessary training on the use of Meganexus to be provided to the lead provider and its delivery partners.

Meganexus allows Lead Delivery partners to input information to support claims that are submitted to the GLA. Lead Delivery partners are responsible for the accuracy of the information input into the system, and as such they are the only party who can submit information.

A Unique Participant Identification Number (UPIN) should be assigned to all participants. This should be unique to the participant and should be stated on all participant paperwork.

UPINs should follow the following format – Lead Partner Code/Sub Partner code (if applicable)/

Lead Partner or Sub Partner individual Participant reference (i.e. HESP04/GLA/001).

Please ensure that the data that you enter onto Meganexus corresponds with evidence that you have on the participant files to verify claimed outputs and outcomes (e.g. details from the application/registration forms, and other evidence detailed in the Outputs and Outcomes Definitions and Evidence Requirements Handbook.

Further information on Meganexus and the PDF will be provided at the Induction Workshop or can be obtained from the GLA Project Manager.

The GLA will arrange for any necessary training on the use of Meganexus to be provided to the lead provider and its delivery partners.

### **Outputs Values Return (OVR) Template**

You will be required to report on the achievement of outputs on a monthly basis. In order to do this each project will be issued with an OVR Template that will include their agreed output targets and unit costs. This should be submitted to the GLA within 10 working days of the end of each calendar month in electronic format, together with a signed hard copy of the output information for the month of the claim and all additional documentation required to make a claim.

### **3.2. Links between Payment and Activity**

The initial grant distribution (as per schedule 4, part 2) for the project will span only one financial year. If your project is not achieving what it set out to do, GLA Project Managers may agree a revised budget and output profile for the following financial year. It is therefore important to ensure that you are recruiting the appropriate numbers of Participants and that the Participants are achieving suitable outputs and outcomes to draw down your available funding. Failure to do this may result in your total funding being reduced, even if your budget is being fully utilised.

### **3.3 Monitoring**

GLA MRF Project Managers will carry out monitoring visit of your project on a regular basis (usually quarterly or six-monthly) to verify outputs/outcomes claimed, and look at other areas of project delivery, management and cross cutting themes. The date of each visit will be agreed with you and confirmed in writing.

Monitoring will enable the Lead Delivery Partner to:

- Set and monitor project milestones to ensure successful delivery of the whole project.
- Check that progress is being made and achievements recorded.
- Identify when and what remedial action is necessary.
- Provide the basis for management reports.
- Evaluate the management of the project.

Monitoring will enable the GLA to:

- Ensure that adequate and robust systems have been set up.
- Verify monitoring information and claims previously submitted to GLA.

- Check that project milestones have been set and confirm that progress is being made
- Provide advice and support to the project, to ensure that it remains on track and operates within GLA requirements.
- Identify and discuss deviations from the project specification, and agree remedial action.
- Record achievements across all projects and produce reports for EPMU.
- Identify the need for significant changes to be requested and approved.
- Provide a basis for determining the quality of Lead Delivery Partners and the quality of provision.

Your GLA Project Manager will inform you which areas will be monitored before their visits so that you are able to prepare any documentation you might need. The GLA Project Manager may also request to observe project activity taking place and/or meet some of the Participants on your project, either at the monitoring visit, or at other informal, or ad hoc, visits that may be arranged from time to time.

Following a monitoring visit you will receive notes of the visit and action points that need to be addressed. Further follow-up visits may be arranged in order to ensure that actions have been addressed and resolved.

### **3.4 Participant Information**

Each project will need to confirm and collect information about Participants that are enrolled on projects. This will ensure that Participants are eligible to join, and will enable you to report on all of the information required by GLA to verify the payments made to your project.

Projects are advised to keep a separate file for each Participant. This should be used to hold information such as enrolment forms, copies of the Bespoke Training Plan, induction notes, timesheets and all other information relating to specific Participants.

You should ensure that individual Participant files are kept up to date, including all relevant forms and any other information to support the outputs and outcomes the Participant has achieved.

In addition to key forms, other documentation to be kept on file includes:

- Evidence of eligibility;
- Coursework/Assessments;
- Evidence of units towards and qualifications gained (copies of notification from awarding bodies and certificates);
- Evaluation forms of project performance.
- Information on Participant destination and progression.

Please ensure that you follow data protection rules relating to holding Participant's personal information (please refer to section 2.2.6 above for further information about data protection).

### **3.4.1 Recording Hours**

In order to ensure that a full audit trail is maintained, you will need to keep a record of all the time that Participants spend on the project. Signed registers and/or timesheets must be kept in project files for monitoring by GLA staff. Participant timesheets should be signed by both a member of staff and the Participant. There are two main methods of recording Participant time:

- With a signed register for each session/workshop
- With a signed weekly individual timesheet for each Participant

Whichever method is used, all absences should be recorded and these hours of absence should not be reported.

## **Section Four – Template Forms for using with Participants**

### **4.1 About the Template Forms**

These forms are provided as templates for projects to use to ensure the project collects all of the information needed to meet GLA requirements. Organisations will be obliged to collect all of the information outlined in the forms relevant to their proposed activity and outputs.

Where an organisation has its own forms that collect all of the required data, these may be used with the prior permission and approval of GLA Project Managers, although you will be required to amend your forms to include MoL logos and any required statements (such as the Participant Declarations included in the GLA Enrolment Forms).

The template forms in Section Five will be provided by the GLA in electronic format along with other core forms and guidance documents.

The forms are grouped into starter forms, pathway progression outcome forms and additional supporting forms. The templates meet the requirements set out in the 'Haringey Employment Support Outputs and Outcomes Definitions and Evidence Requirements Handbook'. There is guidance included on each form below.

#### Starter Forms

Participant Enrolment Form  
Induction Checklist  
Bespoke Training Plan

#### Progression Outcome Evidence Forms

Entry into Employment Outcome  
Progression (Employment at or above LLW)  
Sustained Employment at 26 weeks Outcome  
Sustained Progression (Employment at or above LLW) at 26 weeks Outcome

#### Additional Supporting Forms

Case study template  
Participant Exit Strategy Questionnaire

If you require further support or explanation please contact your GLA Project Manager to discuss.

### **4.2 Starter Forms**

#### **Participant Enrolment Form**

The form enable you to collect background data on a Participant when they start the project. Some of this information will be mandatory in order to be able to claim an output payment for a Starter. The forms also include the Data Protection Enrolment Declaration referred to in Section 2.2.7.

NB. Please note that if you are using your organisation's own enrolment form, you **must** include this declaration in your form. If the Data Protection Enrolment Declaration has not been signed by a Participant, you will not be able to claim the Participant as a Starter.

## **Bespoke Training Plan**

When a Participant has been enrolled on the project, you should agree a Bespoke Train Plan (BTP) with them. This forms part of the evidence required to generate a starter payment for a Participant. The purpose of the BTP is to:

- Record background information about the Participant including work experience and education;
- Record results of individual assessments including Skills for Life levels where appropriate;
- Set individual SMART targets in agreement with the Participant including the member of staff responsible for supporting the Participant to achieve them;
- Agree review dates so that progress can be monitored;
- Agree actions to help the Participant to stay on track;
- Provide evidence to show when Participants have completed.

The BTP should be reviewed regularly, and should include space to show progress against targets at reviews and an exit strategy to record the next steps for the Participant on leaving the project.

## **Participant Timesheet**

The timesheet is used to record the hours of support each Participant receives. Please use separate sheets for each Participant. If using a group register in place of timesheets, please ensure that a copy of the completed and signed register is kept on each individual Participant's file.

### **4.3 30 hours of Employment Support activity Output Forms**

For the 30 hours of activity outputs and progression outcomes it is essential that you cross reference the evidence you plan to collect with the requirements set out within the Output Definitions and Evidence Requirements Handbook to ensure that you can fully verify each output.

### **4.4 Progression Outcome Evidence Forms**

To evidence progression outcomes your project must endeavour to complete one of the four templates provided: "Entry into Employment Outcome Template", "Progression (Entry into Employment at or above LLW) Outcome Template", "Sustained Employment at 26 weeks Outcome Template", "Sustained Progression at 26 weeks Outcome Template". These templates can be printed on the relevant organisation's (the employer) headed paper, an organisation stamp included or the information could be included in an email from the relevant organisation and kept on file.

If you can demonstrate that you have contacted an employer, but have not been able to obtain evidence of progression to employment from the employer, it may be permissible to submit a “Participant Progression Record” form. This must be requested and agreed with your GLA Project Manager prior to claiming the output, and will only be considered on a case by case basis.

#### **4.5 Additional Supporting Forms**

These forms do not directly evidence outputs or outcomes. However, they are key documents to support project delivery, ensure good practice and aid the achievement of project activity.

Case study template

Participant Exit Strategy Questionnaire (for all stages of the participant journey)



## Template forms

### Starter Forms

Participant Enrolment Form  
Induction Checklist  
Bespoke Training Plan

### Progression Outcome Evidence Forms

Entry into Employment Outcome  
Progression (Employment at or above LLW)  
Sustained Employment at 26 weeks Outcome  
Sustained Progression (Employment at or above LLW) at 26 weeks Outcome

### Additional Supporting Forms

Case study template  
Participant Exit Strategy Questionnaire (for all stages of the participant journey)

## GLA MRF Haringey Employment Support Project

### Participant Enrolment Form

Lead Delivery Partner	
Sub Partner (if applicable)	
Project Name	
GLA Project Reference Code	
Unique Participant Identification Number (UPIN)	

Participant Details		
First Name		
Last Name		
Address (Line 1)		
Address (Line 2)		
Address (Line 3)		
Postcode		
Home Phone Number		
Mobile Phone Number		
Email		
Gender		
Female		<input type="checkbox"/>
Male		<input type="checkbox"/>
Date of Birth		
Age		

Wards			
Alexandra (non Priority)	<input type="checkbox"/>		
Bounds Green (priority)	<input type="checkbox"/>		
Bruce Grove (priority)	<input type="checkbox"/>		
Crouch End (non priority)	<input type="checkbox"/>		
Fortis Green (non Priority)	<input type="checkbox"/>		
Harringay (priority)	<input type="checkbox"/>		
Highgate (non Priority)	<input type="checkbox"/>		
Hornsey (priority)	<input type="checkbox"/>		
Muswell Hill (non Priority)	<input type="checkbox"/>		
Noel Park (priority)	<input type="checkbox"/>		
Northumberland Park	<input type="checkbox"/>		
Seven Sisters (priority)	<input type="checkbox"/>		
St Ann's (priority)	<input type="checkbox"/>		
Stroud Green (priority)	<input type="checkbox"/>		
Tottenham Green (priority)	<input type="checkbox"/>		
Tottenham Hale (priority)	<input type="checkbox"/>		
Initial Project Joining Date			
Referral Source			<input type="checkbox"/>
Pre-intervention employment status			
In Employment below LLW			<input type="checkbox"/>
Unemployed			<input type="checkbox"/>
Economically Inactive			<input type="checkbox"/>
Length of unemployment			
Less than 6 mths			<input type="checkbox"/>
12-23 mths			<input type="checkbox"/>
24-35 mths			<input type="checkbox"/>
More than 36 mths			<input type="checkbox"/>
6-11 mths			<input type="checkbox"/>
Not Applicable			<input type="checkbox"/>

Ethnic Origin	<input type="checkbox"/>
White – British	<input type="checkbox"/>
White – Irish	<input type="checkbox"/>
White – Other	<input type="checkbox"/>
Asian or Asian British - Bangladeshi	<input type="checkbox"/>
Asian or Asian British – Indian	<input type="checkbox"/>
Asian or Asian British – Other	<input type="checkbox"/>
Asian or Asian British - Pakistani	<input type="checkbox"/>
Black or Black British – African	<input type="checkbox"/>
Black or Black British - Caribbean	<input type="checkbox"/>
Black or Black British – Other	<input type="checkbox"/>
Chinese	<input type="checkbox"/>
Mixed – Other	<input type="checkbox"/>
Mixed - White and Asian	<input type="checkbox"/>
Mixed - White and Black African	<input type="checkbox"/>
Mixed - White and Black	<input type="checkbox"/>
Caribbean	<input type="checkbox"/>
Other	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>
Highest Qualification	<input type="checkbox"/>
Below NVQ1 (or equivalent)	<input type="checkbox"/>
Not known	<input type="checkbox"/>
None	<input type="checkbox"/>
NVQ1 (or equivalent)	<input type="checkbox"/>
NVQ2 (or equivalent)	<input type="checkbox"/>
NVQ3 (or equivalent)	<input type="checkbox"/>
NVQ4 (or equivalent)	<input type="checkbox"/>
NVQ5 (or equivalent)	<input type="checkbox"/>
Other	<input type="checkbox"/>
Equality Group – Lone Parent	<input type="checkbox"/>
Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Disability (self-declaration)	<input type="checkbox"/>
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<p>DDA definition includes among others the following conditions:</p> <p><b>Physical impairments</b> (asthma, diabetes, epilepsy etc)</p> <p><b>Mental impairments</b> (learning difficulties, dyslexia, clinically recognised mental health issues)</p> <p><b>Sensory impairments</b> (hearing or visual impairment not corrected by glasses)</p> <p><b>Progressive conditions</b> (cancer, multiple sclerosis, muscular dystrophy, HIV)</p> <p>Under the definition in the 1995 Disability Discrimination Act, do you consider yourself to be disabled?</p> <p>Yes</p> <p>No</p> <p>Prefer not to say</p>	<p><input type="checkbox"/></p> <p><input type="checkbox"/></p> <p><input type="checkbox"/></p>
---	---

GLA Data Protection Participant Enrolment Declaration
<p>Information collected on this enrolment form and regarding your progression through this programme will be collected and provided to the Greater London Authority as evidence of your enrolment.</p> <p>The Greater London Authority might pass your personal contact details and personal data on to an organisation which will be responsible for evaluating the GLA's programme. The evaluation report will be presented in an anonymised report and you will not be mentioned by name or other distinguishing characteristic. If contacted by the GLA evaluation organisation you may refuse to be included in the evaluation report.</p> <p>The Greater London Authority will also use the information collected on this enrolment form to produce reports to a variety of interested parties in a statistical format only, which will not include your name or personal contact details. Organisations with which the Greater London Authority will share statistical information will include the Greater London Authority's European Programme Management Unit, the Department for Work and Pensions, London's Co-Financing Organisations, London Borough Councils, to provide answers to questions from the London Assembly, and for other purposes closely connected with the project. The information that the GLA will report upon is listed at the end of this form.</p> <p>To enrol on a course funded under the GLA's project you must agree to these conditions.</p> <p><b>Declaration</b></p> <p>I have read and agree to the conditions indicated in the Data Protection Enrolment Declaration.</p> <p>Signed ..... Date .....</p>

Information that the GLA will report upon
<p>The GLA will provide statistical information to a number of organisations, and may report on the project as a whole, or on cross sections of the project such as the numbers of participants for individual wards. The information will not mention you by name, or any other distinguishing feature, and we will not provide information on individuals other than in an anonymised format, except for evaluation purposes as mentioned in the Declarations above.</p> <p>Anonymised information will <u>NOT</u> include your name, address, National Insurance number, telephone numbers or email address.</p> <p>The information that we will report on may include the following;</p> <p>Start Date; Gender; Date of Birth; Post Code; Employment status; Length of Unemployment (if applicable); Ethnicity Disability Highest level of qualification held at start Leaving Date; Destination information; Ward of residence; Support received; Qualifications achieved;</p>

For office use only;			
Enrolment completed in full			
Yes		<input type="checkbox"/>	
No		<input type="checkbox"/>	
GLA declaration signed			
Yes		<input type="checkbox"/>	
No		<input type="checkbox"/>	
Eligibility status confirmed			
Yes		<input type="checkbox"/>	
No		<input type="checkbox"/>	
Bespoke Training Plan			
Yes		<input type="checkbox"/>	
No		<input type="checkbox"/>	
Starter – Month Claimed		Apr 15	<input type="checkbox"/>
		May 15	<input type="checkbox"/>
		Jun 15	<input type="checkbox"/>
		Jul 15	<input type="checkbox"/>
		Aug 15	<input type="checkbox"/>
		Sep 15	<input type="checkbox"/>
		Oct 15	<input type="checkbox"/>
		Nov 15	<input type="checkbox"/>
		Dec 15	<input type="checkbox"/>
		Jan 16	<input type="checkbox"/>
		Feb 16	<input type="checkbox"/>
		Mar 16	<input type="checkbox"/>
		Apr 16	<input type="checkbox"/>
		May 16	<input type="checkbox"/>
		Jun 16	<input type="checkbox"/>
		Jul 16	<input type="checkbox"/>
		Aug 16	<input type="checkbox"/>
		Sep 16	<input type="checkbox"/>
Over Performance against Grant			
Yes		<input type="checkbox"/>	
No		<input type="checkbox"/>	
<p>Signed (Project Manager):..... Date:.....</p> <p>Print name (Project Manager):.....</p>			

**GLA MRF Haringey Employment Support Project**  
**Induction Checklist**

Unique Participant Identification Number (UPIN)	
Participant Name	
Date of Birth	

Please tick next to each heading to confirm that you have been informed and have understood the following in relation to your induction to this project:

<b>Participant name</b>		
<b>Date of Induction</b>		
1.	Health and safety regulations and participant responsibilities	
2.	What is expected of learners	
3.	What you can expect of us	
4.	Arrangements for support, e.g. – travel or childcare.	
5.	Equal Opportunities and Sustainable Development explained and understood	
6.	Completion of participant enrolment form	
7.	Evidence of eligibility presented/copied for file	
8.	Completion of the individual training/action plan.	
9.	Participant timetables.	
10.	Data protection and how it affects you	
11.	Freedom of Information explained and understood	
12.	Project is funded by the GLA	

I confirm that I have been informed and have understood the above ticked sections

Signed: \_\_\_\_\_

Print name: \_\_\_\_\_ Date: \_\_\_\_\_



## GLA MRF Haringey Employment Support Project

### Bespoke Training Plan

All sections of this form should be completed in full and eligibility criteria satisfied and evidenced on file.

Unique Participant Identification Number (UPIN)	
---	--

This form has been designed to make sure that the assistance you receive as a result of this project is appropriate to your needs. It records your agreed objectives at the start of the course and also what you have achieved at regular intervals throughout the project.

#### General Details:

Name: \_\_\_\_\_

Name of Project: \_\_\_\_\_

Delivery Organisation: \_\_\_\_\_

Name of Project Manager/Mentor: \_\_\_\_\_

#### Relevant work experience and previous learning (qualifications, dates, names of employers):

#### Hobbies and interests:

#### Career/employment/ skills development aims for the future:

**Participant's general aims for this project:**

**Individual Action Plan (IAP)**

**List any support required: (e.g. – careers advice, childcare, travel expenses, access support)**

**Assessment Results** (to be filled in by assessor, if applicable):

Skills for Life levels (literacy, numeracy, ESOL):

Other information:

**Individual Project Activities**

Objectives	Activity to achieve objectives (e.g. training module, voluntary work, mentoring support, specialist advice, confidence building, jobsearch,	By whom?	Target achievement date
------------	--	----------	-------------------------

	workplace trips)		
<b>Participant declaration:</b>			
I declare that the details given on this form are true to the best of my knowledge and I agree that the objectives reflect my needs.			
Signed: _____ Date: _____			
<b>Project Manager/Mentor's declaration:</b>			
I confirm that the individual's needs have been assessed and we have agreed on an appropriate course of action.			
Signed: _____ Date: _____			

### Action Plan Review

To take place regularly – please use a separate page for each review

Unique Participant Identification Number (UPIN)	
Participant Name	

<b>Date of review:</b>	<b>Review number:</b>	<b>Hours of engagement:(to reflect timesheet)</b>
<b>Progress towards objectives:</b>		
<b>New objectives:</b>		
<b>Participant Comments:</b>		

<b>Project Manager/Mentor Comments:</b>	
<b>Participant signature:</b>	<b>Project Manager/Mentor signature:</b>
<b>Date:</b>	<b>Date:</b>

**GLA MRF Haringey Employment Support Project**  
**Entry into Employment Form**

All sections of this form should be completed in full and eligibility criteria satisfied and evidenced on file. The project must provide evidence that the job is paid and is for more than 8 hours per week.

Parts A & B of the form should be printed onto company headed paper, pasted within an email or a company stamp added. All parts should be retained on the participant's file.

Unique Participant Identification Number (UPIN)	
Participant Name	
Date of Birth	

**Part A: To be completed by Project Manager**

- Start date of job
- Confirmation that all evidence requirements have been retained in accordance with the Outputs & Outcomes

Participant Name

Employer Name

Address

Telephone No.

**Status of business** (i.e. sole trader, partnership, limited company, plc, social enterprise, charity, public sector, other)

**Employment Status (please circle)**

Employment (8 hours +)
Self-Employment (8 hours +)

**Sector of Business (please circle)**

Agriculture	Forestry & Fishing	Arts, Sports & recreation	Catering & Hospitality
Construction	Education	Health & Social care services	IT & telecommunications services
Manufacturing	Media & creative services	Mining, energy & utilities	Personal services
Professional services	Administrative and Support Service activities (inc. rental hire and repair)	Transport & distribution	Wholesale & Retail Trade

☐ Other \_\_\_\_\_

Is this an Apprenticeship?

☐

Job title (of job secured for participant): \_\_\_\_\_

No. of hours employed per week: \_\_\_\_\_

Starting salary:

National Minimum Wage or above but less than the London Living Wage ☐

More than London Living Wage ☐

**Part B: To be completed by Employer**

This is to confirm that the person named above is employed in the stated job and the information provided is correct.

**Signed on behalf of the employer:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Job title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Part C: To be completed by Project Manager**

For office use only;				
Month Claimed		Apr 15	<input type="checkbox"/>	
		May 15	<input type="checkbox"/>	
		Jun 15	<input type="checkbox"/>	
		Jul 15	<input type="checkbox"/>	
		Aug 15	<input type="checkbox"/>	
		Sep 15	<input type="checkbox"/>	
		Oct 15	<input type="checkbox"/>	
		Nov 15	<input type="checkbox"/>	
		Dec 15	<input type="checkbox"/>	
		Jan 16	<input type="checkbox"/>	
		Feb 16	<input type="checkbox"/>	
		Mar 16	<input type="checkbox"/>	
		Apr 16	<input type="checkbox"/>	
		May 16	<input type="checkbox"/>	
		Jun 16	<input type="checkbox"/>	
		Jul 16	<input type="checkbox"/>	
		Aug 16	<input type="checkbox"/>	
		Sep 16	<input type="checkbox"/>	
	Over Performance against Grant			
	Yes		<input type="checkbox"/>	
No		<input type="checkbox"/>		
<p>Signed (Project Manager):..... Date:.....</p> <p>Print name (Project Manager):.....</p>				



**GLA MRF Haringey Employment Support Project**  
**Progression (Entry into Employment at or above LLW) Form**

All sections of this form should be completed in full and eligibility criteria satisfied and evidenced on file. The project must provide evidence that the job is paid and is for more than 8 hours per week.

Parts A & B of the form should be printed onto company headed paper, pasted within an email or a company stamp added. All parts should be retained on the participant's file.

Unique Participant Identification Number (UPIN)	
Participant Name	
Date of Birth	

**Part A: To be completed by Project Manager**

- Start date of job
- Confirmation that all evidence requirements have been retained in accordance with the Outputs & Outcomes

Participant Name

Employer Name

Address

Telephone No.

**Status of business** (I.e. sole trader, partnership, limited company, plc, social enterprise, charity, public sector, other)

**Employment Status (please circle)**

Employment (8 hours +)
Self-Employment (8 hours +)

**Sector of Business (please circle)**

Agriculture	Forestry & Fishing	Arts, Sports & recreation	Catering & Hospitality
Construction	Education	Health & Social care services	IT & telecommunications services
Manufacturing	Media & creative services	Mining, energy & utilities	Personal services
Professional services	Administrative and Support Service activities (inc. rental hire and repair)	Transport & distribution	Wholesale & Retail Trade

☐ Other \_\_\_\_\_

Is this an Apprenticeship?

☐

Job title (of job secured for participant): \_\_\_\_\_

No. of hours employed per week: \_\_\_\_\_

Starting salary:

London Living Wage ☐

More than London Living Wage ☐

**Part B: To be completed by Employer**

This is to confirm that the person named above is employed in the stated job and the information provided is correct.

**Signed on behalf of the employer:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Job title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Part C: To be completed by Project Manager**

For office use only;				
Month Claimed		Apr 15	<input type="checkbox"/>	
		May 15	<input type="checkbox"/>	
		Jun 15	<input type="checkbox"/>	
		Jul 15	<input type="checkbox"/>	
		Aug 15	<input type="checkbox"/>	
		Sep 15	<input type="checkbox"/>	
		Oct 15	<input type="checkbox"/>	
		Nov 15	<input type="checkbox"/>	
		Dec 15	<input type="checkbox"/>	
		Jan 16	<input type="checkbox"/>	
		Feb 16	<input type="checkbox"/>	
		Mar 16	<input type="checkbox"/>	
		Apr 16	<input type="checkbox"/>	
		May 16	<input type="checkbox"/>	
		Jun 16	<input type="checkbox"/>	
		Jul 16	<input type="checkbox"/>	
		Aug 16	<input type="checkbox"/>	
		Sep 16	<input type="checkbox"/>	
	Over Performance against Grant			
	Yes		<input type="checkbox"/>	
No		<input type="checkbox"/>		
<p>Signed (Project Manager):..... Date:.....</p> <p>Print name (Project Manager):.....</p>				

**GLA MRF Haringey Employment Support Project**  
**Sustained Employment (26 weeks) Form**

All sections of this form should be completed in full and eligibility criteria satisfied and evidenced on file.

Parts A & B should be printed onto organisation headed paper, pasted within an email or an organisation stamp added to this template.

All parts should be retained on the participant's file.

Unique Participant Identification Number (UPIN)	
Participant Name	
Date of Birth	

**Part A: To be completed by Project Manager**

- Confirmation from participant on file that the agreed activities in the Bespoke Training Plan are progressing/have been delivered
- Start date of job
- Final count date for 26 week sustained employment
- Confirmation that all evidence requirements have been retained in accordance with the Outputs & Outcomes
- No. of employers

Participant Name

Employer Name

Address

Telephone No.

Status of business (i.e. sole trader, partnership, limited company, plc, social enterprise, charity, public sector, other)

**Sector of Business (please circle)**

Agriculture	Forestry & Fishing	Arts, Sports & recreation	Catering & Hospitality
Construction	Education	Health & Social care services	IT & telecommunications services
Manufacturing	Media & creative services	Mining, energy & utilities	Personal services
Professional services	Administrative and Support Service activities (inc. rental hire and repair)	Transport & distribution	Wholesale & Retail Trade

☐ Other \_\_\_\_\_

**Employment Status (please circle)**

Employment (8 hours +)
Self-Employment (8 hours +)

Is this an Apprenticeship?

Job title (of job secured for participant): \_\_\_\_\_

No. of hours employed per week: \_\_\_\_\_

Starting salary:

National Minimum Wage or above but less than the London Living Wage ☐

More than London Living Wage ☐

**Part B: To be completed by Employer**

This is to confirm that the person named above is employed in the stated job and the information provided is correct.

**Signed on behalf of the employer:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Job title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Part C: To be completed by Project Manager**

For office use only;			
Month Claimed		Sept 15	<input type="checkbox"/>
		Oct 15	<input type="checkbox"/>
		Nov 15	<input type="checkbox"/>
		Dec 15	<input type="checkbox"/>



**GLA MRF Haringey Employment Support Project**  
**Sustained Employment Progression (26 weeks) Form**

All sections of this form should be completed in full and eligibility criteria satisfied and evidenced on file.

Parts A & B should be printed onto organisation headed paper, pasted within an email or an organisation stamp added to this template.

All parts should be retained on the participant's file.

Unique Participant Identification Number (UPIN)	
Participant Name	
Date of Birth	

**Part A: To be completed by Project Manager**

- Confirmation from participant on file that the agreed activities in the Bespoke Training Plan are progressing/have been delivered
- Start date of job
- Final count date for 26 week sustained employment
- Confirmation that all evidence requirements have been retained in accordance with the Outputs & Outcomes
- No. of employers

Participant Name

Employer Name

Address

Telephone No.

Status of business (i.e. sole trader, partnership, limited company, plc, social enterprise, charity, public sector, other)



**Sector of Business (please circle)**

Agriculture	Forestry & Fishing	Arts, Sports & recreation	Catering & Hospitality
Construction	Education	Health & Social care services	IT & telecommunications services
Manufacturing	Media & creative services	Mining, energy & utilities	Personal services
Professional services	Administrative and Support Service activities (inc. rental hire and repair)	Transport & distribution	Wholesale & Retail Trade

☐ Other \_\_\_\_\_

**Employment Status (please circle)**

Employment (8 hours +)
Self-Employment (8 hours +)

Is this an Apprenticeship?

Job title (of job secured for participant): \_\_\_\_\_

No. of hours employed per week: \_\_\_\_\_

Starting salary:

the London Living Wage ☐

More than London Living Wage ☐

**Part B: To be completed by Employer**

This is to confirm that the person named above is employed in the stated job and the information provided is correct.

**Signed on behalf of the employer:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Job title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Part C: To be completed by Project Manager**

For office use only;			
Month Claimed		Sept 15	<input type="checkbox"/>
		Oct 15	<input type="checkbox"/>
		Nov 15	<input type="checkbox"/>
		Dec 15	<input type="checkbox"/>



**GLA MRF Haringey Employment Support Project**  
Sample Case Study Template

Note:

Please use an additional sheet to provide more information

<b>Name</b>		Pl. attach photo
<b>Programme</b>		
<b>Date</b>		
<b>Personal Adviser/Mentor</b>		
What was your situation? (please introduce yourself and give a few details on what your circumstances were before joining the project)		
Where did you hear about the Programme and what made you decide to join?		
What did you do and learn while on the programme and what did you enjoy most about the training experience? (please provide a brief description of your journey/experience)		
How has the Programme helped you and would you recommend it? (what were the outcomes – employment/further education)		
Quote (please say in a few words what you think of the Programme)		

Please tick this box and sign below if you are happy for us to use the above information for publicity regarding the Project

☐

Signature: \_\_\_\_\_

[Type text]

**MAYOR OF LONDON**

## GLA MRF Haringey Employment Support Project

### Participant Exit Strategy Questionnaire

(On 30hrs support, Entry into Employment, sustained outcome, early leaver or leaver)

**Q1. What have you achieved while on the project:**

**Q2\*. What do you think of your advisor?**

	Very good	Good	Not good or bad	Bad	Very bad
a) Knowledge of the activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Understanding of your needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Support in setting targets to help you achieve your goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Help with finding other support for you	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Support with helping you to plan your next steps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q3\*. How has this activity made a difference to you?**

	Improved a lot	Improved a little	Not changed	Got worse	Got much worse
a) My confidence has	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) My skills have	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) My prospects of getting a job have	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) My knowledge of options available to me has	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) My motivation to make the next steps has	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) My ability to manage my time and responsibilities has	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q4. What are your future plans and objectives?**

<b>Q5. Do you require any further support to achieve these objectives?</b>										
<b>Q6. Any other comments about the project, duration of training etc</b>										
<b>Q7*. Overall, how satisfied or dissatisfied were you with the activity?</b>  <table style="width: 100%; text-align: center;"> <tr> <td>Very satisfied</td> <td>Satisfied</td> <td>Neither satisfied or dissatisfied</td> <td>Dissatisfied</td> <td>Very dissatisfied</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very dissatisfied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very dissatisfied						
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
<b>Q8. If you are leaving the project before completion of your course, please indicate your reasons for doing so or any barriers that have prevented you from achieving your objectives:</b>										
<b>Participant signature: .....</b> <b>Date: .....</b>										

\*Note to project manager - answers to questions 2, 3 and 7 will be used to input into the Employability Performance Rating Calculator.