

2005

# MARSH FARM

## NEW DEAL FOR COMMUNITIES PROJECT APPRAISAL PROFORMA PART A PROGRAMME APPLICATION FORM

*Please read the enclosed guidance notes carefully before completing this form. If you would like a copy of the form on disc, please contact The Marsh Farm New Deal team on 01582 512555. Before completing the application form you should read the Marsh Farm New Deal delivery plan, (or summary), copies of which are available from the New Deal team.*

### 1 APPLICANT DETAILS AND BASIC PROJECT INFORMATION

<b>1.1 Project Title:</b>  The Marsh Farm Organisation Workshop  Funding to complete Phase 1 and in principle agreement for funding of part 2	<b>Ref. (office use)</b>								
<b>Project Address/Location:</b>  The Outreach Rooms, MF CERC, Northwell Drive, Marsh Farm									
<b>1.2 Applicant</b>  <b>Name:</b> Marsh Farm Outreach CIC  <b>Address:</b> Marsh Farm Outreach CIC – MF C.E.R.C., Northwell Drive, Marsh Farm. <b>Telephone:</b> 01582 561016 <b>Fax:</b> <b>Email:</b> <a href="mailto:marshfarmoutreach@gmail.com">marshfarmoutreach@gmail.com</a>  <b>Name and position of project manager accountable for the delivery of this project:</b>  Caroline McBride Community Enterprise Development Worker									
<b>1.3 Programme Summary:</b>  <table style="width: 100%; border: none;"> <tr> <td style="width: 40%;"><b>a) Programme length :</b></td> <td>3 years</td> </tr> <tr> <td><b>Commencement date:</b></td> <td>February 1<sup>st</sup> 2005</td> </tr> <tr> <td><b>Completion date:</b></td> <td>February 2008</td> </tr> <tr> <td colspan="2"><b>Costs and funding:</b></td> </tr> </table>		<b>a) Programme length :</b>	3 years	<b>Commencement date:</b>	February 1 <sup>st</sup> 2005	<b>Completion date:</b>	February 2008	<b>Costs and funding:</b>	
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<b>Costs and funding:</b>									

**Total project cost: £ tbc**

**Total NDC required £ tbc**

**b) Brief description of the programme:**

**Background**

As part of our New Deal for Communities (NDC) Capacity Building and Jobs, Employment and Training themes MFCDT seek efficient methods to facilitate local enterprise development and to achieve social inclusion.

Over the last 4 years MFCDT has commissioned a series of studies and seminars looking into feasibility of delivery of an Organisation Workshop (OW) in a UK 2006 context. The OW is a Brazilian social scale organisational development method that has been used successfully over the last 30 years to generate sustainable enterprise and employment in some of the poorest regions in the world.

The feasibility process we have undergone so far has demonstrated the viability of delivery of an OW and the need for an approach based on 'learning by doing'. In the next stage of the process we need to carry out basic feasibility checks on approximately 25 potential Community Interest Companies that wish to benefit from the organisational development process and to undertake the design of the Organisation Workshop itself.

Some of the potential CIC's already operate as social enterprises so although for some people the OW will provide an ideal kick start down the road to delivering a social enterprise, for some others it will be about building on their existing activity and capacitation to further develop and expand their operations.

In the event all of these enterprises indicate feasibility the OW itself could consist of a six to ten weeks engagement of approximately 100 local people in a mass enterprise start up process, during which they will constitute a real enterprise and deliver real contracts. The entire process is facilitated by the Marsh Farm Outreach team working with a pool of technical mentors who are experts in all aspects of operating a business and is directed by specialist OW Directors from Chile ('Integra Terra') and Africa (Aktivity Associates)

**The Organisation Workshop or 'OW'.**

Participation in an OW enables people living in areas facing multiple deprivation to improve their own lives and their local economy via the 'self generation' of sustainable jobs in a range of social enterprises, delivering goods and services to their own local community then to the wider market more generally.

The method has been particularly successful in the developing world at engaging 'excluded' or 'hard to reach' citizens from economically marginalised communities because it is based entirely on use of 'learning by doing' approaches to development, requiring no qualifications or experience to start work. Being a social scale programme the OW uniquely provides a kick start for dozens of new enterprises *all at the same time* with as many as 100 people attending.

OW participants have the opportunity to become competent in **all** of the disciplines which are necessary to operate a sustainable enterprise (vocational, marketing, management, administration, book keeping etc) by actually operating as a real business developed through contracts negotiated and issued through the OW itself, with real rewards for delivery and real penalties for failure. They are supported by on site 'mentors' acting as 'driving instructors' in all aspects of running the business throughout the duration of the workshop and all of the necessary tools and resources are available for use by the fledgling organisations.

Although there is often (but not always) uncertainty and even confusion at the start of the workshop, in the course of the intensive activities within the OW the learning, self confidence and performance of the team increases dramatically and at a speed which takes even the participants by surprise.

(Note: This process is known as 'capacitation' and is distinct from the more widely used 'capacity building' which attempts to deliver training in each of the necessary competences separately and more often than not in classroom based modules (this is known as 'transmission training'). The capacitation approach uses an entirely different approach which provides those taking part with the opportunity to 'learn by doing' – a much quicker, much more accessible and much more sustainable means of developing all of the skills and competences necessary to sustain the operation (known as 'autonomous learning').

At the end of the workshop participants will have learned to deliver their respective services in an organised and efficient way and will be carrying out all of the vital functions needed to sustain their enterprise in the future.

Although this project is mainly being managed within the realm of MFCDT's Jobs Enterprise and Training and Capacity Building teams it is important to stress that the programme will deliver tangible benefits to every aspect of life on Marsh Farm (Health and Well-Being, Neighbourhood Management and the Environment, Education and Skills), so is entirely 'cross thematic' in its outcomes.

Outputs from a successful OW would include:

- Sustainable job opportunities for some of the 'hardest to reach' members of our community
- More sustainable local economy
- Greatly improved neighbourhood services delivered by new social enterprises based on the estate
- Major increase in community cohesion and organisational capacity
- Improved health and well being of OW participants
- Increase in numbers of adults accessing education and training
- Decrease in number of NEETs (young people Not in Employment, Education or Training)
- Decrease in number of young people arrested and charged with offences
- Improved relationships between young people and adults
- Improved educational attainment and citizenship in schools

## 2 PROGRAMME DESCRIPTION, OBJECTIVES AND RATIONALE

### 2.1 OBJECTIVES: Please outline the main aims and purpose of your programme.

The objective of the Organisation Workshop is to contribute to the efforts of MFCDT to implement the NDC Delivery Plan by:

1. developing the organisational capacity of the community generally
2. achieving social and economic inclusion
3. creating accessible local employment in a range of social enterprises
4. improved neighbourhood services
5. improved employability amongst the "hard to reach"
6. improved health and well-being amongst participants and the community generally
7. increased self sufficiency contributing towards the long term sustainability of MFCDT
8. development of the 'Community Enterprise' wing of the CERC project

*The project is being delivered in 2 stages:*

*Stage 1 - Baseline assessments, design and preparation of the OW*

The overall objective of **phase 1** is to provide MFCDT with the information and the instruments that are required to make informed decisions on the scale and implementation of the OW process.

These instruments are:

- 1 report on market opportunities for social enterprises after the OW
- 1 evidence based estimation of the expected number of OW participants and the level of interest in the OW (participants register)
- 1 profile of the intended participants (work background, training needs etc)
- A participants contract for all those taking part (local residents and partners), and agreed with relevant agencies (for instance Job Centre Plus)
- 1 competent and locally based Facilitators Enterprise for the OW
- Partnership agreements specifying the roles of all key OW FE resource partners and technical mentors
- Detailed analysis of the 'capacitation' (capacity building) process and budget estimates.
- A robust project governance system
- An itemised list of capital items required by all enterprise activities
- Dates for the OW set
- Venue for the OW identified and prepared

- Contextualised Theory of Organisation presentation pack and interactive learning module (CD Rom etc)
- Regulatory barriers identified and removed
- Key risks and contingencies identified
- Evaluation framework and process identified and prepared
- 1 project business plan for OW delivery and evaluation prepared and submitted to MFCDT and other funding agencies

### *Stage 2: Delivery and evaluation of the OW*

NDC specific objectives for the OW are:

#### *Jobs Employment and Training*

- 50% reduction in numbers of people aged 16-64 claiming out of work benefits.
- 75% reduction in the number of households with income of less than £100 per week

#### *Education/Learning/Skills*

- A major increase in numbers of people engaged in Adult Learning
- Increased citizenship activity in schools via the youth forum established during the OW will lead to increased confidence, self esteem and higher attainment

#### *Crime/Community Safety*

- 1000 young people benefiting from youth inclusion / diversionary schemes.

#### *Health and Well Being*

- 150 people benefiting from healthy lifestyle projects (eg exercise, healthy eating, smoking cessation)

#### *Community Capacity Building*

- 1 new / improved community facilities (including arts, sports, cultural , leisure etc)
- 500 people using new / improved cultural facilities (incl arts, sports, cultural , leisure etc)
- 25 community / voluntary groups supported
- 1 project feasibility study funded

#### *General Objectives*

- improved organisational skills and knowledge amongst participants and the wider community
- increased levels of entrepreneurial activity amongst excluded groups in a deprived neighbourhood
- increased numbers of enterprise start-ups and locally created employment opportunities
- higher levels of take up of learning and skills development support amongst hard to

reach groups

- improved responsiveness and accountability amongst local service delivery organisations
- increased levels of matched funding for the NDC programme
- improved health and well-being within the local community
- higher proportions of local services delivered through or in partnership with local third sector organisations
- greater community cohesion on Marsh Farm
- Major contribution towards MFCDT long term sustainability strategy
- national recognition for innovation and positive publicity for MFCDT and its partners
- locally owned know-how for design and delivery of OW's in UK context
- Roll out of the method nationally to assist the efforts to alleviate poverty, exclusion and benefits dependency

## **2.2 Provide a clear justification of the project outlining the specific problems that will be addressed and any evidence to support the need:**

This application is made to complement the existing business and capacity building services which are already available on Marsh Farm and elsewhere. Although MFCDT already has its own business start up support and capacity building programmes in place which can and do provide valuable support for some people in Marsh Farm, it is widely recognised that they do not reach everybody – particularly those deemed to be amongst the 'hard to reach'.

It is also accepted that these initiatives have not led to the generation of sustainable new enterprise creating new jobs that have the potential to last beyond NDC funding – either here on Marsh Farm or in the country generally - so innovation in this area is clearly necessary if MFCDT are to meet our stated aims with regard to these vital issues.

See Social Exclusion Unit report 'Jobs and Enterprise in Deprived Areas' and DCLG report 'The Economies of Deprived Neighbourhoods').

The most obvious proof of the need is the fact that there are *dozens* of local social enterprise initiatives which have so far been frustrated in their efforts to develop their capacity by use of the existing support structures. Being one of those groups ourselves our own journey has given us a clear insight into the barriers facing grassroots initiatives and what is needed to overcome them.

But we are far from alone and during the initial phases of our work we interviewed representatives of several organisations who have experienced the same difficulties.

Those interviewed included representatives from:

- Marsh Farm Records
- EMCC
- Thought for Food
- Marsh Farm Peoples Radio
- MF Community Builders
- Little Bears

- MF Music Academy
- Marsh Farm Community Garage
- Little Farmers Indoor Playground
- MF Organic Farm project

Having held in depth discussions with the undoubtedly talented people involved in the groups the reasons cited as the cause of their exclusion are numerous.

They include:

- Red tape delay syndrome – no quick response to initiative or inspiration
- Racism and cultural incompetence
- Technocratic approach alienates local people
- Teflon training modules (non stick 1 or 2 day courses listening to bland lectures and patronising behaviour such as sticking post it notes on the wall etc) are seen as not worth attending.
- Insensitivity to literacy issues (either by an expectation of literacy by handing out reams of jargonised literature or by disregarding creativity based initiatives because of a lack of bureaucratic skills (non attendance at boring meetings, non return of forms etc)
- A lack of ability to relate to local people particularly to our social and economic situation and the state of mind which often results)
- Unwelcoming entrance to the MFCDT HQ (it has been likened to a prison) especially the accompanied entrance, the waiting in the reception area, the red rooms and swipe cards etc.
- Existence of a bunker mentality amongst staff (locked away as described above and treating any sign of passion or self expression by local people as threatening behaviour) prevents dialogue beyond initial contacts
- Lack of effective internal and external information dissemination, transparency etc leads to rumour mongering about people and their projects and causes strife and tension in the community – so its more trouble than its worth
- A culture which seems more interested in ticking their boxes than helping us
- High staff turnover renders years or months of time and energy useless
- Jargon – jargon - jargon
- Community fed support programmes which are available in exactly the same format every regeneration area off the shelf

The OW offers these people and their project initiatives a much more people friendly support structure which is different in several fundamental ways:

1. Signing up is a really simple process only involving a short interview to provide information about the type of vocational interest, their past work history and a needs analysis to determine the levels and types of support required by participants
2. The OW is designed so that the potential outcome for most OW participants is a **permanent job** in a sustainable enterprise rather than 'just qualifications' (as one local youth put it "we can't eat certificates"). The delivery of real contracts leading to real wages (subject of course to satisfactory delivery of these contracts) provides a clear incentive to learn and to stay the course.

3. Training is delivered 'on the job' within a learning by doing framework rather than classroom based
4. No qualifications are needed to start working in any enterprise born in an OW. Any essential accreditations are earned during delivery of the specific service rather than acting as a barrier to starting - as is often the case for the **many** local people who have skills, competences and capacity to learn - but no accredited qualifications.
5. The fact that there are dozens of new start up enterprises involving dozens or hundreds of local people makes the whole experience much less intimidating than starting up an enterprise 'on your own'.
6. There's a real (and deliberate) feeling of 'we're all in this together' from the outset. All participants start off as members of the same enterprise before breaking down into specific enterprise activities, breakfast and lunch are taken together, plenary sessions are held together and educational, social and cultural events are all part of the Workshop (including a specially tailored interactive learning module presenting the theory of organisation), with participants learning by observing the progress and pitfalls of fellow participants and sister organisations, all of which makes for a 'people friendly' learning environment.
7. Opportunities for learning within the OW are aligned with the *emergence of the need to learn* of the participants rather than delivered according to the timeframe and constraints of the training provider. By attending to these issues of flexibility, relevance and practicality, the OW uniquely leads to the start up of networks of several enterprises *all at the same time* and has for this reason been described as an 'enterprise nursery'

In short, by engaging local people who are currently experiencing significant barriers to accessing support services, training and employment, the programme will raise skills levels, strengthen the local economy, build social capital, and provide a unique means to achieving more sustainable development on Marsh Farm.

## **Evidence of need**

### **1 Local evidence**

#### **1a The MFCDT Delivery plan**

On page 4 of the DP it says "The unemployment rate at 22% is four times the national average. It cannot be camouflaged as a regional problem because Luton (4.6%) mirrors the national figure (5.5%). It is a Marsh Farm problem. Only 50% of the working age population are in work and more than 1 in 3 householders have no one in employment. The problem is deep rooted – 30% of those out of work have not had a job for over 5 years and 11% have never been in employment. The situation is worse for disadvantaged groups, with unemployment standing at 41% for 16-24 yr olds and 36% amongst BEM groups"

We know the impact of this because of our own first hand experience of social exclusion, poverty, long term unemployment and benefit. We are not alone in having been used to



existing on fortnightly payments which are barely enough to cover living costs and which result in a state of 'permanent skintness' becoming the norm.

Being stuck in this space does lots of things – not least opening up a gap in your record of having taken part in work, training etc - which puts prospective employers off and erodes self confidence when applying for and retaining jobs. So for many people on Marsh Farm benefit dependency is a pretty rapid spiral of decline from which it's really hard to escape, and the effects of this on individuals, families and our community generally are sometimes disastrous:

- Damage to (physical and mental) health and well being
- negative impact on self esteem and confidence
- loss of routine leading to irregular sleep patterns and general feelings of lethargy
- Despondency, isolation and depression (these are common place and becoming more so)
- criminality often seen as the 'only option' so crime increases
- anti social behaviour
- family breakdown
- alcoholism
- drug abuse
- run down housing and environment
- increased debt

So the need for innovative action to address these issues is clear

### **1b Local enterprise growth**

The MF Outreach team ourselves now provide solid evidence of both the need for and the potential for success of the OW's 'capacitation' approach to learning.

The dramatic increase in our own team abilities arising from delivery of the first components of this phase 1 work (where we have learned and applied the organisational self-management tools which the OW employs) has provided clear evidence for us and for our partners of the value of this approach in engaging and empowering people suffering higher than average levels of social exclusion.

All members of the MF Outreach team have lived on the estate for many years and many would be classed as 'hard to reach' because of our first hand experience of long periods of unemployment caused by a range of factors – most of us lack qualifications, most lack continuous work records, a few have criminal and prison backgrounds whilst others have faced physical, mental and spiritual health issues which have excluded us from the workplace.

In addition *all of us* have experienced different kinds of prejudice and discrimination in different situations – sometimes based on our race, other times on our post codes, our genders, our beliefs, our non conformist manner, our dress codes etc.

These barriers to employment reflect those faced by 'hard to reach' residents generally, so our own use of the OW's 'capacitation' approach to learning and enterprise development is a

benchmark against which we can measure the prospects for success with other local people coming from similar socio-economic backgrounds.

In our own case 'capacitation' has enabled us to overcome all of the barriers mentioned to create our own employment opportunities within our own self managed sustainable Community Interest Company providing an important and meaningful service to members of our own local community and beyond.

Since beginning our work on development of this programme we have:

- successfully delivered all of the phase 1 work to date
- completed our first year of trading
- established efficient team management, work planning and critical analysis procedures
- established excellent financial systems
- registered our first year accounts
- secured and successfully delivered further contracts with 4 different clients – 3 commissions for MFCDT (Community Economic Survey, Community Engagement and Masterplan Consultation), community engagement contracts with Sure Start, the New Economics Foundation, and design and delivery of community enterprise development training modules with the Civic Trust
- achieved a 1<sup>st</sup> year turnover of nearly £50,000

### ***Luton wide evidence of need***

All of the Luton wide research and proposed solutions confirm this need as shown below:

### ***2a The Local Area Agreement***

The need for an approach like the OW can be evidenced by the contribution it would make towards achievement so many of the intended LAA outcomes (OW relevant outcomes are listed below):

<b>Children and Young People</b>	
1.	n/a
2.	n/a
3.	<p><b>Help children and young people achieve their full potential through education and training</b></p> <p>The Marsh Farm Youth Forum developed through the OW will increase citizenship and require pupils and young people to interact positively with each other and with external agencies, to weigh the ideas and objectives of other young people against their own, to establish a system of transparent allocation of funding etc. All of this will increase self confidence, organisational capacity etc contributing to higher attainment in school</p>
4.	<p><b>Increase the engagement of young people identified as currently offending or at risk of offending, and so reduce offending and anti-social behaviour</b></p> <p>We will target NEETs for employment and training opportunities arising from the OW and the youth diversionary activities will also make a major contribution towards achieving this objective</p>

<b>Healthier Communities and Older People</b>	
5.	n/a
6.	n/a
7.	n/a
<b>Safer and Stronger Communities</b>	
8.	<p><b>Empower local people to have a greater voice and influence over local decision making and the delivery of services</b></p> <p>Where practical the OW will lead to localised management and delivery of neighbourhood services – environmental, youth construction repairs etc. Also the communications network (Co-ordinet) established during the workshop will provide an excellent means for local people to have a much greater voice thereby influencing decision making</p>
9.	<p><b>Improve the quality of life for people in the most disadvantaged neighbourhoods, promote community cohesion and ensure service providers are more responsive to neighbourhood needs and improve their delivery</b></p> <p>The OW will lead to major improvements to the local economy, community spirit, self esteem, communications and organisational capacity generally. This will lead to a much more effective voice with positive dialogue established with service providers.</p>
10.	<p><b>Reduce crime, the harm caused by illegal drugs, and to reassure the public, reducing the fear of crime</b></p> <p>We will target those most at risk of crime and those suffering problematic drugs addiction for inclusion in the programme – with specific emphasis on enabling them to take up the employment and enterprise opportunities which arise. All necessary support for drug users etc will be built in to the workshop to maximise these opportunities</p>
11.	<p><b>Build respect in communities and reduce anti-social behaviour</b></p> <p>The OW brings together all sections of the community in a major area improvements programme – the elderly, young people, all ethnic communities etc – and celebrates the cross generational and cultural nature of the place in which we live. The end result will be raised levels of education and awareness leading to relational developments and respect for each other</p> <p>The youth displacement activities being developed will also greatly assist with reducing anti social behaviour</p>
12.	n/a
13.	<p><b>Have cleaner, greener and safer public spaces</b></p> <p>The proposed environmental task force will provide a locally based team acting as "eyes and ears" in the community in the same way neighbourhood wardens do. They will also be ever present on the estate keeping our green spaces beautiful, picking up litter, collecting rubbish from houses on the estate rather than seeing it sit on the roadside for months as is the case now and keeping stairwells in the flats etc clean and stink free.</p>
14.	n/a
15.	n/a
16.	n/a
<b>Economic Development and Enterprise</b>	

17.	<p><b>Ensure the local community has the skills for employability</b></p> <p>The OW facilitates a major wave of accredited training and skills development tailored to real jobs in a real enterprise. The methodology is a much more people friendly training and capacity building process than is used at present, more akin to the old apprenticeship model. The fact that training is delivered in the workplace makes it much more relevant and gives participants experience of real work as opposed to just training.</p>
18.	<p><b>Stimulate a net growth in jobs in the local economy</b></p> <p>The OW could generate up to 100 new jobs in the area.</p>
19.	<p><b>Support the sustainable growth and reduce the unnecessary failure of locally owned businesses</b></p> <p>The OW approach to business start up involves a much more intense preparation process than usually is undertaken by new start up people as market research, community consultation; business planning etc is all part of the workshop.</p> <p>The 'learning by doing' kick start with professional mentors on hand to assist with all of the necessary tasks means that much more attention is paid to the issues which often cause businesses to fail, thereby greatly increasing the prospects of survival beyond 1 year.</p>
20.	<p><b>Increase total entrepreneurial activity amongst the local population</b></p> <p>The OW should generate a wave of social entrepreneurship that has previously been stifled by inappropriate support structures, leading to increased self confidence and an entrepreneurial peer atmosphere generally</p>
21.	<p><b>Attract appropriate inward investors, making use of local labour resources</b></p> <p>We are confident that the programme will attract match funding from a range of the many external funding partners who wish to support enterprise and employment creation in deprived areas, as well as being suitable for many other funding streams because of the clear cross thematic benefits it brings</p>

The LAA also spells out the clear intention to align Luton wide activities with our work here on Marsh Farm.

It states:

*"Alignment with NDC programmes and activity at Marsh Farm. Work is underway to develop closer alignment between the Theme Groups of the Luton Forum and the Marsh Farm Working Groups. Work is also in progress to seek a greater alignment between the Council's mainstream activity and Marsh Farm. During 2006/07 there will be substantial progress made on issues such as the development of shared facilities for the delivery of Marsh Farm and development of pilot projects for initiatives such as neighbourhood management"*

**2b The Luton Assembly** (some 600 voluntary and community sector organisations in Luton) elects representatives onto the Assembly Committee.

The Assembly Committee led the work to develop the following two outcomes:

- To increase the capacity of local communities so that people are empowered to

participate in local decision making and are able to influence service delivery

- To improve the quality of life for people in the most disadvantaged neighbourhoods, promote community cohesion and ensure service providers are more responsive to neighbourhood needs and improve their delivery

The OW will contribute greatly to these outcomes – initially in Marsh Farm and then throughout the town.

**2c The Bedfordshire and Luton Economic Development Partnership Needs Analysis for Investing in Communities Business Plan** identified the following issues as priorities for Investing in Communities intervention

### **High priorities**

1. Work limiting illness
2. Children & Education, transition from school, adult skills & training (Key Themes: Employability, Enterprise & Innovation)

The OW provides a much needed 'bridge' between key service providers and hard to reach members of our community so will assist partner agencies achieve their own objectives. The report states:

"Similarly, many young people Not in Education, Employment or Training (NEETs) are not aware of the various New Deal opportunities. There may be areas appropriate for liC intervention highlighted by discussions with mainstream providers including Jobcentre Plus - programmes could potentially target geographical areas with high levels of NEETs"

As a social scale adult learning programme the OW will also help with the low skills levels identified in the LAA in the following paragraph:

"Finally under Education and skills, the liC could support programmes aimed at improving adult skills and training across Bedfordshire and Luton as a number of areas and communities across Bedfordshire and Luton show extremely low skill levels.

### **Medium priority**

- Business support and Social Enterprises

"There is evidence that social enterprises face barriers to growth, as available business support is typically targeted at helping businesses start-up. Providing support to social enterprises across Bedfordshire and Luton is likely to have impact on both economic growth and reducing deprivation, as the sector provides services and employment opportunities often in areas of high levels of deprivation and low employment."

Marsh Farm NDC is in its 5<sup>th</sup> full year of operations and is now focussing on 'post New Deal' strategies aimed at enabling long term sustainability. It is very clearly the case that the development of new local jobs and enterprises coupled with productive community asset ownership are key strands of any realistic long term sustainability strategy (see appendix 2 NDC guidance and programme notes – 'Looking Forward').

MFCDT set out its own ambitions for achieving sustainability via community enterprise, acquisition of the CERC etc in both the Delivery Plan and in the Community Empowerment Strategy (see appendix 3). Clearly, if these objectives are to be realised a major increase in community capacity to manage and operate businesses delivering goods and services to the Marsh Farm community and to the wider market is essential.

The OCSI report also points to a need for more sustainable business start up support:

"Levels of enterprise across Luton and Bedford town are low, a factor of low business survival rates rather than low start-up rates. Helping provide support to small businesses in order to increase survival rates, especially those located in the most deprived areas, is a potential area for LiC intervention".

The OW provides a much more intensive research, development and start up programme for social enterprises than is available now so will help to increase survival rates of start up businesses.

## **2d Local Economic Growth Initiative**

The conclusions of the INNOVAS report (commissioned by Luton Borough Council to research LEGI suitable projects in Luton) show that the OW proposal is clearly relevant to the LEGI programme. It points to the need for the following 'key concepts' to guide the programme in Luton (linkages with the OW are listed in italics):

Community-led and Community-based solutions – *The OW is community-led and based, combined with high levels of expert support in identifying solutions*

Mentoring – *Participants in the OW will gain invaluable experience which will strengthen their ability to act as mentors and champions to others who have experienced the same barriers as them*

Flexibility in Funding – *The OW offers start-up or would be enterprises a controlled, practically focussed environment within which to access resources and adapt them to their developing needs, with real-time monitoring of results and troubleshooting support*

Ongoing support to Businesses – *The OW design comprises a follow up programme for enterprises and entrepreneurs based on the OW activities and learning model. It also has already contributed significant research for opportunities for local economic growth*

Harnessing ideas – *INNOVAS specifically identifies the OW as a potential project 'ready to roll'*

Communications – *The OW brings business support and development services right into the heart of the community, and can assist agencies with these responsibilities in reaching the 'hard to reach'*

Less emphasis on branding and mainstream support – *The OW provides delivery of support services at the point of need, both in terms of location and timing. As a community run*

*programme, partners are perceived as working to assist a community owned process, rather than demanding participation in a pre- packaged programme*

*Engendering a Spirit of Enterprise – The OW offers the opportunity to reduce the fear factor of community enterprise start-up for both community participants, support partners and funders, by providing a sustained 'holding framework' within which to develop business skills and entrepreneurial literacy*

*Procurement – OW partners have already offered to look at ways in which the OW could contribute to the development of higher levels of voluntary and community sector provision of local services through social enterprise models.*

### **3 National research evidence**

There is also an extensive body of national research supporting the view that new approaches are required.

A few examples are:

- The continued exclusion of hard to reach groups by mainstream regeneration programmes through their lack of attention to the needs of participants and the use of inappropriate learning and support models (see JRF report Participation in Anti Poverty Initiatives - Peter Beresford, Brunel University)
- The need for "neighbourhood-based economic initiatives" as part of an integrated local and regional economic development strategy as a way of improving employability and promoting self-help (see CEEDR Middlesex University – 'The Dynamics of Local Economies and Deprived Neighbourhoods', 2004)
- The importance of tackling the lack of impact of interventions amongst residents from disadvantaged neighbourhoods through "community-based outreach, integrated with mainstream services", and "integrated packages with a strong emphasis on personal support, throughout the process including the early period of employment" (see Policy Research Institute, Leeds Metropolitan University, 'Worklessness in Deprived Neighbourhoods: A Review of Evidence', 2004)
- The need for recognising the value of "informal" economic activity, and actively enabling its development, as a means of strengthening social bonds and capital, and establishing links between self-help and the labour market (see CEEDR, 'Informal Economic Activities and Deprived Neighbourhoods', 2004)

#### **2.3 How will the programme contribute towards the Strategic Objectives and Outcomes set out in the Partnership's Delivery Plan?**

The OW programme will provide the basis for achieving the MFCDT 'Forward Strategy' set out in the 10 year Delivery Plan (p 76). This says:

"Our New Deal programme has to successfully bridge the gap between deprivation and prosperity. We believe that it will and that we will have an empowered, confident community

that will be able to **sustain its own economic prosperity**. Our confidence derives from the strength and commitment of our community and our insistence throughout the plan on **sustainable employment**. The majority will be employed in sustainable job markets with others **providing the services which support community life on Marsh Farm or running new community enterprises**"

The OW will contribute towards the Strategic Objectives and Outcomes set out in all of the themed areas:

## **Employment**

By generating dozens of sustainable jobs in a range of community interest companies and by specifically targeting the 'excluded' groups on our estate for employment and training opportunities, the OW will assist with the following employment Delivery Plan Outcomes (p 16 – 17):

- "Reduce unemployment for all groups within the community to within 2% of the Luton average"
- "Average household income will be within 10% of the national average (and benefits dependency reduced)"
- "The number of businesses in the Marsh Farm area will have increased by 100% along with the number of people employed within them."

## **Education**

As a social scale learning programme targetting local people including the 'hard to reach' the OW will provide accredited learning opportunities for dozens of Marsh Farm based adults. Also, the enterprises formed via the OW will be social enterprises most of which will contain ongoing training places, so training opportunities will continue after the OW has finished.

In total this will provide employment training opportunities for hundreds of local people which will go a long way towards assisting MFCDT with its stated education output of:

- "40% of working age population will have taken part in learning."

In the subsidiary Education Outcomes on page 109 of the DP it says:

- "80% of residents will view their IT skills as fair or better"

All participants will benefit from accredited IT training during the OW as part of their capacitation package. Also, one of the projects to be developed via the OW is called 'Co-ordinet' and is an IT based wireless network covering the entire estate. Participation in this project would lead to over 80 residents receiving training in IT skills and equipment in return for acting as an information conduit between MFCDT and their immediate neighbours.

Note: The Co-ordinet project is subject to ongoing discussions with the MFCDT communications team to assess the likelihood of implementation of a co-ordinet type approach within MFCDT communications strategy generally.



## **Health & Well Being**

The OW will directly contribute towards the long term outcomes set out on page 18:

- "A significant reduction in the number of people with mental health problems including from the BEM community."

A major factor causing mental health problems is exclusion, alienation and isolation. The OW provides an atmosphere that is conducive to people who are suffering from these problems to re-enter the world of work and community, thereby reducing the effects of the illness.

There are also individual enterprises that will arise from the OW which specifically set out to provide sign posting and other support to people with health and welfare issues (Thought 4 Food)

By seeking to include members of the community who may be experiencing long term problems with drug use the OW will also contribute towards achieving the outcome set out in the subsidiary health outcomes on page 109 - to:

- "Reduce the harm associated with the use of Class A drugs, alcohol and prescribed drugs"

Last but definitely not least there is the more fundamental issue of the relationship between the 'social psychological mindset' of the community and the impact of this on the health and well being of the people who live here.

The question here is 'to what degree does the mindset of a community lead to dependency, exclusion, poverty and in turn to poor physical and mental health?'. We are working in partnership with the Research Institute for Health and Social Change at Manchester Metropolitan University to carry out an impact assessment on the health and well being of local people who participate in the OW and its impact on the wider community.

## **Crime**

The OW will help to achieve the main outputs in the Crime theme in several ways are to:

- "Reduce the incidence of the following crimes to the Luton average: violence against the person, burglary, vehicle theft and criminal damage"
- "Reduce offending rates to within 0.5% of the Luton average".

The strong emphasis upon employment creation by and for young people (who commit the most crimes and are victims of most crimes) particularly those without qualifications and not in education, employment or training (NEETs).

Improvement of our local economy via local employment and enterprise generation will provide incomes for many people who have been used to existence without money so will decrease the temptation to become involved in crime.

The OW will also generate several 'youth displacement' projects (MFMX off road club, The Cube, Community Garage) to further assist MFCDT to realise these ambitions.

### **Building Community Capacity and Tackling Racial Disadvantage**

The OW approach is based unequivocally upon development of community organisational capacity and community cohesion. It is this new found organisational capacity which provides communities with the ability to self generate jobs and enterprise.

The process of building community capacities within the OW is called 'capacitation' and uniquely provides support to develop all of the 'literacy's' needed for a community to function in an organised and effective manner. So the emergence of potentially dozens of new service enterprises will lead to a major increase in community capacity and a decrease in dependency on external consultants, service providers etc.

As members of our community who suffer disproportionately high levels of exclusion and unemployment, people from black and ethnic minorities will be particularly encouraged to access the employment and training opportunities arising from the OW, thereby ensuring that fairness and unity are integral parts of the programme.

### **Better Neighbourhood Management and Local Services**

The Delivery Plan strategic objective with regard to this are clear (p20):

- "Co-ordinated and efficient public services which meet the expressed needs of, are accountable to, and where practical are managed and operated by the local community using best value procedures"

To deliver on this objective our community will need a major lift in organisational capacity and social business acumen. The OW provides all of the necessary support structures which are going to be vital to achieving this objective – social enterprise development, 'capacitation' (or capacity building) leading to development of 'entrepreneurial literacy', financial management, marketing etc.

One of the intended OW enterprises hopes to radically improve local service delivery by restructuring and localising provision of our environmental services – 'Environmental Task Force'.

Note: Discussions are currently taking place at the Neighbourhood Management Advisory Group and with key partners which will continue throughout phase 1. Project champions have had preliminary meetings with representatives of the Street Cleaning, Parks and Procurement departments at LBC and are have received in principle support from the leader of the council and his colleagues.

The OW will also assist by:

- greatly increasing the 'organisational consciousness' of the community leading to improved performance in all fields – capacity building, health, education, employment/training, neighbourhood and environment
- create sustainable enterprise and employment – particularly for the 'hard to reach'

- Provide training and educational programmes
- Build community capacity and tackle racial disadvantage
- Attract young and disaffected people to learning and future career prospects
- Address issues around disadvantage, disabilities and disaffection
- Enhance working partnership and bring investment to Marsh Farm
- Promote and develop not for private profit social and community enterprise
- Radically improve service delivery via localised management and delivery of services
- Provide a range of income generating tenants for the CERC thereby aiding the MFCDT 'community hub' strategy spelled out in the Delivery Plan

#### **2.4 Who are the main intended beneficiaries of the project (are any particular groups targeted?)?**

- Although the OW project will seek to generate employment opportunities open to all members of the community via supporting local social entrepreneurs with enterprise initiatives, it will place strong emphasis on including people in the 'hard to reach' categories listed here:
- Young people not in employment, education or training (NEETS)
- Long term unemployed
- Offenders and ex-offenders
- Lone parents
- Recovering alcohol/drug abusers
- Those without any qualifications or work experience
- Those with long gaps in work records
- Incapacity benefit claimants

#### **2.5**

##### **Full Programme Description:**

**Please describe the main elements of the programme (e.g. the scope of works to be undertaken, phases of implementation, delivery arrangements/agencies/locations, activities etc):**

**Phase 1** - Baseline assessments and OW preparations

**Phase 2** - Delivery of the OW itself and evaluation

**Implementation** of the OW is in 2 main phases:

- 1. Baseline assessments and preparations for the OW**
- 2. Delivery and evaluation of the OW**

The current application is for funding to *complete* phase 1 and for *in principle* support to fund phase 2.

Work we have carried out in Phase 1 to date consists of:

### **1a) Developing the local OW 'Facilitators Enterprise' (hereafter the FE)**

The first requirement to deliver an OW in any community is the existence of a team of necessarily locally based people to facilitate the event. This team are known in OW parlance as the 'FE' and are tasked with assisting the OW Directors with the design, facilitation, management and delivery of the OW.

A programme of 'capacitation' for the MFOR team was designed involved the commissioning by MFCDT and LBC Community Development of 2 different teams of consultants from Integra Terra, Chile, who are OW specialists and Strategic Urban Futures (STUF) from London who specialise in development support for social enterprises. Members of the Marsh Farm Outreach Team participated in the Integra Terra/STUF programme which consisted of the following modules:

- Understanding the Social Enterprise
- Project Planning and Performance Management
- Feasibility Studies and Procurement Policies
- Financial Management
- Book keeping
- Information Management
- Personnel Management

This module was designed to enable the Marsh Farm FE to become competent in use of the OW self management tools and techniques. In line with the OW 'capacitation' principle this was achieved using the organisation and delivery of two conferences as the 'objects' upon which to learn.

The first conference was a local partner's introductory seminar called 'Minding Our Own Businesses' and took place on March 16<sup>th</sup> 2005., the second a national conference called 'Swimming Against the Tide' which took place on March 23<sup>rd</sup> 2005. Both conferences were highly successful, were a valuable learning experience for the team and a *revelation* in terms of achieving self managed organisational efficiency.

Also during this stage, representatives from Integra Terra in Chile, and Aktivty Associates from Africa visited Luton to carry out an assessment of the general socio-economic and regulatory environment in the UK and its suitability for delivery of an OW. Final reports by STUF and Integra Terra (attached) confirm the organisational fitness and viability of the Marsh Farm Outreach team to act as the 'Facilitators Enterprise' for the Marsh Farm OW and the suitability of the UK socio-economic and regulatory environment more generally.

### **1b) Market for social/community enterprise and attitudes to local service delivery**

To assess the market potential for social enterprise and to gauge the local attitudes towards the concept of local service delivery we carried out a community wide door to door survey. We spoke to more than 1100 of the 3229 householders on the estate and 625 residents who told us what their income is and where they spend it (on or off the estate). They were also

asked to guess what they thought was the total amount of public and private money passing through the community in one year.

#### **1c) Potential for job creation via social enterprise development**

To measure the potential for job creation arising from the survey findings we measured the amounts of money our survey told us is being spent in outlets not based on Marsh Farm, then carried out an assessment of the amounts which could be feasibly 'captured' via provision of a high quality, competitively priced local alternative goods and/or services delivered by a social enterprise employing local people. As an example the survey told us that £1.7 million per year is spent on fast food take away food from outlets located away from the neighbourhood. This large spend plus the absence of a late opening fast food take away on Marsh Farm makes this a very realistic proposal for a social enterprise to create local jobs, to generate community enterprise, confidence, capacity and to improve local service provision and the health quality of local diets all at the same time.

#### **1d) Availability of MF based social enterprise ideas/initiatives**

To examine availability of MF based social enterprise initiatives/ideas we spoke to dozens of local activists and representatives of existing enterprises, before forwarding their proposals for potential participation in the OW. Priority was given to long standing proposals which can be shown (by MFCDT and other records) to have tried for support at a previous stage in the programme but to have either failed or withdrawn for whatever reason.

#### **1e) Willingness of key partners to serve as OW 'Resource Members'**

To determine willingness of key partners to participate in an OW a series of 1 to 1 meetings were held, a partners engagement seminar was organised, and a 'Plugging the Leaks' Local economic workshop, which modelled economic resource flows on the estate, was delivered in partnership with the New Economics Foundation to which all key partners were invited. All of the events or meetings were highly productive and well attended by key partners who include:

- LBC Community Development Neighbourhood Renewal Team
- Luton Borough Council Regeneration
- Barnfield College
- Job Centre Plus
- Luton and Bedfordshire Chamber of Commerce
- New Economics Foundation
- Luton Rights
- Disability Resource Centre
- University of Luton
- Voluntary Action Luton

All key partners have assigned officer time to support the OW during the remainder of phase 1 (letters attached and report for full detail of this work).

## **Completion of phase 1**

The tasks listed above were started in February 2005 and were commissioned via the MFCDT feasibility fund. To complete phase 1 we now need to:

**1f)** Carry out a specific programme of market research in order to determine the market for areas of activity which can be sustained and developed into permanent enterprises beyond the OW.

**1g)** Identify and analyse the activities pertaining to each area of enterprise suitable for inclusion in the OW, and create a potential contract, or series of contracts, to be delivered by new enterprises emerging from the OW. This process, called the "design" of the OW, provides the inputs for the "Activity Based Costing" (ABC), which is critical to identification of the capital items and capacitation requirements necessary for new enterprises to begin delivery, and, as such, will provide essential information for the development of the detailed OW budget

**1h)** Design the OW 'Technical Plan' – timings, costings, predicted levels and types of capacitation support required, OW infrastructure requirements, regulatory and legal considerations to be addressed in advance of the OW (State Aid, procurement issues, equal opportunities law etc), translation of OW learning materials into English, constitution of a Community Interest Company as a holding framework for the OW 'Participants Enterprise' and agreements and processes for the management and distribution of resources within the OW

**1i)** Draft Service Level Agreements or contracts with key resource partners and a range of relevant technical mentors to provide the on site support necessary for the enterprises to be 'capacitated' (these resource partners are known as the OW technical pool). Examples of key resource partners are Barnfield college (to ensure provision of bespoke vocational training for each of the emerging enterprises) Business Link (access to marketing and book-keeping trainers) and Job Centre Plus (assist with recruitment and accessibility criteria). Technical support partners will be experienced hands on people able to provide on site mentoring to the fledgling enterprises as they begin to deliver. Delivery arrangements will be negotiated and agreed with partners and clearly spelled out within the SLA's.

**1j)** Carry out a series of 'participant engagement' events to gauge the level of local interest in working within locally based community and social enterprise and to recruit interested residents. These events will range from small scale one to one discussions with local people (surgeries) through to large promotional events where all prospective enterprises will display their ideas and sign up local interest (A Celebration of Localisation'). Stakeholder dialogue based on this process and in consultation with key partners such as Job Centre Plus will lead to the drawing up of a "participants' contract" which will become a condition of involvement in the OW

**1k)** Agree a framework for participatory evaluation of the OW process with MFCDT, partners and other stakeholders to identify and assess the effectiveness of the OW methodology, the range of outcomes and outputs it generates and is capable of generating, the extent to which it successfully adapts or can adapt to the UK context and its relevance beyond Marsh Farm, the quality of support from all partner organisations, perceived and actual barriers to its

implementation, the learning generated amongst participants, partners and stakeholders and the lessons learned and potential for applying this learning for organisational and systems development, and, of course, the extent to which the enterprises benefit from the OW. This evaluation, which will be one of the key outcomes of the OW, will produce a set of recommendations for the short, medium and long term development of the OW programme on Marsh Farm and beyond.

11) Design of effective governance structures, agreements, frameworks and principles to enable the various parts of the OW partnership function and interact in a way which ensures integrity of process and outcome.

*On completion of Phase 1 MFCDT will have the tools to decide on the scale and nature of the proposed OW and to fully understand the inputs and outputs expected to arise from the project*

## **Phase 2 – The Marsh Farm Organisation Workshop**

**July – August 2007**

Completion of phase 1 will enable us to be precise about the scale and duration of the OW but we anticipate it will be 8 weeks with a defined period of post OW enterprise support and evaluation.

The OW will take place at the CERC generally between 9-5 Monday to Friday although certain enterprises will be contracted for weekend working

### **.Evaluation of the OW**

- 'Participatory Evaluation' to be carried out by a participating organisation with a track record in the field of social research in the context of social exclusion and community regeneration
- collation of all of the information gathered during the PE
- assessment of the emergent enterprises and their functioning's
- interviews with all technical support and resource partners to gauge their reaction to the process
- an impact assessment on any 'community psychological' improvements and the effect of this on the general health and well being of participants and the wider community.

### **Forward Strategy**

Recommendations for extension of the OW process as part of the NDC programme and ongoing development support for enterprises will be contained within a comprehensive final report.

## **2.6 What best practise or experience from elsewhere have you made use of in the design of this project?**

The Organisation Workshop is an employment and enterprise generation methodology that has until now been delivered in the Spanish speaking areas of the Global South – mainly in Brazil, parts of Africa and Latin America.

There are many examples of success with some enterprises established by 'Campesinos' (peasants) in OW's held 25 years ago still in existence today. Two notable examples are Coopesilencio, an animal rescue and rainforest preservation project in Costa Rica and Hondupalmas which has become one of the largest banana companies in Honduras.

Recent OW's held in the poorest regions of Costa Rica generated several enterprises (tourism, building, arts/crafts etc) in a place where there was previously no employment or enterprise at all.

In Sao Paolo, Brazil, an OW led to the employment of dozens of local youth in an initiative to install and maintain an entire sewage network throughout their neighbourhood. The project was completed and in the process youth delinquency in the locality was virtually eradicated for the duration of the work programme.

Most recently (November 2006) a successful OW in Maura, Brazil led to the development of a self grown food programme in schools which is so successful it is being considered for national roll out.

There are also some examples where the OW has failed to deliver the required results due to a range of factors including:

- a lack of resources
- a lack of preparation by the Facilitators Enterprise
- ideological objectives being at the core rather than practical ones
- a lack of realistic project scoping

We will undertake a review of all of the available evaluation materials to maximise learning from both the successes *and* the failures over the 30 years.

Although 'task focussed learning' or 'action learning' based approaches on a social scale like the OW have been rarely used in the Western Hemisphere there is now an acknowledgement by many leading authorities on the benefits of using this approach – particularly with regard to service delivery, partnership building and engagement of the 'hard to reach' in employment/training initiatives. The leading European vocational training agency CEDEBOP strongly advocates the use of task focussed learning approaches (see CEDEBOP paper in appendices) as an effective way to build partnerships and to maximise vocational training and job creation opportunities in deprived areas.



## **2.7 What linkages have been made with other strategies, schemes and projects being run in the area?**

Linkages being explored with existing MFCDT projects are:

- Delivery of the soft elements of the Marsh Farm environmental improvements works (Master Plan)
- Development of Providence Nursery (Master Plan)
- Development of the Marsh Farm Youth Forum
- Improving Neighbourhood Services (Environmental Task Force)
- Improving Communications (Co-ordinet)
- Development of a post NDC Sports and Leisure enterprise
- Succession vehicle as part of the post NDC sustainability agenda
- Contribution towards the CERC sustainability strategy via rent paying Community Enterprise tenants
- Expansion of Turning Corners Employment Agency local database

Linkages with other local programmes include:

- Local Area Agreement
- Luton Borough Council have included the OW in the town wide Local Economic Growth Initiative application (LEGI)
- The INNOVAS report commissioned by LBC specifically mentions the OW as a project getting "ready to roll"
- Investing in Communities
- The Steering and Facilitation of the OW will continue to be supported by LBC Community Development with the aim of supporting the tasks of the FE and increasing local understanding of the OW process.
- This will assist with the dissemination of lessons learned to other neighbourhoods as part of the development of Luton's Neighbourhood Renewal Strategy.
- It will also enable feedback to the Luton Assembly to inform the strategic promotion of VCS involvement in public service delivery in line with the Local Area Agreement objectives being negotiated by the Luton Forum
- The Chamber of Commerce business development team as resource members of the OW Facilitators Enterprise will ensure maximum linkage with any emerging business support strategies schemes and projects

## **2.8 Community consultation. Please describe how the community has been consulted/involved in the development of this project and how this will continue in its implementation. (Please explain any methods of consultation, groups consulted, events/activities and dates)**

**Marsh Farm Outreach CIC** originally came into being in 2001 as 'Outreach Marsh Farm Ltd' in line the process set out in MFCDT's Community Empowerment Strategy (which was formulated as an adjunct to the 10 year Delivery Plan - attached). The Community Empowerment strategy itself was put together following consultation with several Marsh

Farm based community groups and associations and resulted in funding being made available for 6 full time community outreach posts.

After these opportunities were advertised (via delivery of posters to every household in Marsh Farm - attached) 28 expressions of interest from local residents from all sections of the community – including, crucially, those deemed to be 'hard to reach' – were received. Applicants were multi ethnic and were approximately 50-50 men and women, included members who were/had been long term unemployed or on disability benefits as well as people who had been in full time employment in teaching posts and running businesses.

All of those who had expressed interest were invited to participate in a 'self selection' process. A series of meetings were held over several weeks with a view to identifying who would take up paid posts and who would join the team as volunteers. At the end of this process a consensus amongst all those taking part was reached leading to the appointment of 12 part time paid staff and 11 voluntary posts.

Also:

- In April 2001, MFCDT and LBC Community Development arranged for representatives from Integra Terra in Panama to deliver a 1 week introductory session on the Organisation Workshop. This session was attended by 26 members of the Marsh Farm community including representatives from several community groups and church bodies.
- Between 2001 and 2003 Outreach Marsh Farm members were commissioned to deliver an Organisation Workshop by the MFCDT board although events at MFCDT (change of management and closure of Outreach MF Ltd) prevented development at that time.
- Informal discussions have been held with representatives of more than 20 Marsh Farm based enterprises or enterprise initiatives. Of these many wish to gain access the OW as a means of building their organisational, managerial and technical capacity.
- MFOR team carried out a door to door local economic survey of the entire New Deal for Communities area between July – Nov 2005. More than 1100 residents were spoken to at home and 625 householders (20% of the entire community) filled in the survey (see stage 2 final report in appendices for full details and results). A large percentage of residents interviewed expressed strong support for the principle of localised service delivery, local employment and ways of keeping resources within Marsh Farm instead of continuing to be dependent on external consultants, providers etc.
- 2 conferences were held in Luton (March 16<sup>th</sup> 2005) and London (March 23<sup>rd</sup> 2005) to gauge the support for the OW approach to regeneration. Both conferences were well attended and the comments received from residents of NDC areas go some way to demonstrating the level of support for the OW approach. (see conference agendas, newsletters and report – appendices)
- A Plugging the Leaks workshop was held on Marsh Farm attended by over 60 local people and partners

### **3 FINANCIAL DETAILS**

#### **3.1 Total project cost breakdown**

See attached work plan with timelines and costings

**a) Set out here the assumptions and basis for any estimate/tender entered above, and attach any project business plan, annual plan, accounts or cash flow, if available:**

See work plan and costings for stage 1 (appendices)

Costings for stage 2 will be available on completion of stage 1 but we have produced broad estimates of cost assuming all enterprise opportunities were feasible

**b) How has VAT been accounted for in the above costings, and is it non-recoverable VAT?**

**c) What cost contingencies have been allowed for in your costings above?**

**3.2 Level of grant applied for in this application and other funding details:**

Funding source:	Current financial year:					Subsequent financial years:			Total all years
	04/05					05/06	06/07	/	
	1 <sup>st</sup> qtr	2 <sup>nd</sup> qtr	3 <sup>rd</sup> qtr	4 <sup>th</sup> qtr	Total				
	£	£	£	£	£				
NDC Grant sought				TBA					
Revenue				TBA					
Capital									
Total									
Other Public funding:									
Other									
Total Public									
Private Sector funding: own funds used to purchase lease									
Sales revenue									
Total Private									

Total funding:									
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**3.3 What precisely will this grant funding buy within the total costs of the project (i.e. What components of the project are being funded by the grant?):**

**Itemise the capital assets involved and the date they will be notified to Marsh Farm New Deal: (see separate guidance note. N.B. Every capital asset must have a unique marking or identity reference which is to be notified to MFND for inclusion on the Accountable Body's Capital Assets Register.)**

**TO BE COMPLETED DURING COMPLETION OF STAGE 1**

**3.4 Partners match funding (you must state here what other Partner funding sums, including your own, have been confirmed as being available for this project, or what funds have only been applied for at this stage):**

**Name of partner 1 :** Integra Terra Chile

**Name of contact :** Ivan Labra

**Tel** Phone 56-2-3256996

**E mail:** [ilabra@integraterra.org](mailto:ilabra@integraterra.org)

**Address:** Alvarez Sotomayor 2150, La Reina, Santiago, Chile

**Nature of involvement:**

OW Directors responsible for Project Management and Delivery of the OW

**Partner funding (or other contribution) and conditions as to its availability/timing:**

Integra Terra will contribute £100 per day worked in match funding by reducing their rate from £350 per day to £250 per day for the duration of this contract

**Approvals required:** None

**Name of partner 2:** Job Centre Plus  
**Name of contact:** Monica Wragg  
**Tel:** 01582 685000 **Fax:**  
**Address:** Guildford Street, Luton

**Nature of involvement:**

The JCP outreach team will work in partnership with the FE to assist with the design and implementation of the Marsh Farm OW by:

- Acting as a resource member of the Facilitators Enterprise attending all scheduled meetings throughout the lifetime of the project
- Advertising the OW within the Job Centre
- Participating in a joint publicity campaign to promote the employment and enterprise opportunities arising from the project working in partnership with Turning Corners.
- Ensuring that OW participants benefit from all of the currently available JCP schemes, programmes or incentives during the OW
- Ensuring that all arrangements made for OW participants within the design of the Workshop are within current regulations

**Partner funding (or other contribution) and conditions as to its availability/timing:**

Approximately 2 hrs input every 2 weeks by JCP Outreach worker for 8 months

**Approvals required:** Agreed – awaiting letter to confirm

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**Name of partner 3:** Luton Borough Council Regeneration  
**Name of contact:** Laura Church  
**Tel:** 01582 564000 **Fax:**  
**Address:** Town Hall

**Nature of involvement:**

- LBC Regeneration Social Enterprise team are working in partnership with MFOR to provide full access to all of the available support provided by LBC for Social Enterprise Development in Luton and to help access any match funding opportunities relevant to this proposal (LEGI funding application has been submitted incorporating the OW – liC

funding too)

- The Head of Regeneration will sit on the project steering group to monitor the progress of the project against its milestones and objectives and to support the project management team.
- The Luton Council NDC officer will act as a resource member of the Facilitators Enterprise providing support to analyse and tackle issues with regard to devolution of neighbourhood services, procurement policies and other regulatory constraints.

**Partner funding (or other contribution) and conditions as to its availability/timing:**

Approximately 24 hrs time input

**Approvals required:** Agreed – letter received hours allocated

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**Name of partner 4 :** Bedfordshire and Luton Chamber of Commerce  
**Name of contact :** Richard Collyer, Project Development Manager  
**Tel** 0845 850882  
**Fax:** N/A  
**Address:** The Business Centre, Kimpton Road, Luton

**Nature of involvement:**

The Project Management team at the Chamber of Commerce (Kimpton Road Luton) has agreed to act as a resource member of the Facilitators Enterprise providing support with:

- a) Project Management
- b) Compilation of the funding bid
- c) Access to all available match funding channels

**Partner funding (or other contribution) and conditions as to its availability/timing:**

Approximately 50 hrs

**Approvals required:** Agreed – letter received

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**Name of partner 5:** SEEE  
**Name of contact:**  
**Tel:** **Fax:**  
**Address:**

**Nature of involvement:**

Access to all available support for voluntary organisations emerging from the OW

**Partner funding (or other contribution) and conditions as to its availability/timing:**

**Approvals required: None**

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**Name of partner 6**

Luton Borough Council Community Development Neighbourhood Renewal Team

**Name of contact:** Marek Lubelski

**Tel:**                **Fax:** tbc

**Address:**

**Nature of involvement:**

Luton Borough Council Community Development's Neighbourhood Renewal Co-ordinator (NRC) will continue to work as a member of the OW Steering Group and a Resource Member of the Facilitator's Enterprise:

- Membership of the FE assisting with the organisation, development and tasks of the FE and the design of the OW
- feeding back to the Council the purpose and progress of the OW as a community and neighbourhood based contribution to the development of community enterprise and local public services
- linking the OW with local and national policy frameworks and programmes

**Partner funding (or other contribution) and conditions as to its availability/timing:**

Luton Borough Council recently contributed £3,000 for 1 weeks visit by Integra Terra representative during the earlier work in phase 1

Marek for 1 day every 2 weeks leading up to the OW

Marek 1 day per week during the OW

Marek ½ day per week after the OW for support with evaluation

**Approvals required:** Agreed – awaiting letter to confirm

#### 4. PROJECT OUTPUTS AND OUTCOMES

**4.1 Please set out the forecast outputs for the project (put black and ethnic minority figures in brackets):**

**N.B. This information will be used in monitoring your project.**

Type of output (Include any output coding where relevant):	Number of each output							
	Current financial year:					Subsequent financial years:		
	$\frac{1}{2}$					07/08	09/10	Total all years:
	1 <sup>st</sup> qtr	2 <sup>nd</sup> qtr	3 <sup>rd</sup> qtr	4 <sup>th</sup> qtr	Total		/	
Number of local people going into employment (in full time equivalents FTE )				10 (4)	10 (4)	70 (25)		80 (29)
Number of people employed in voluntary work						50 (13)		50 (13)
Number of people receiving job training				10 (4)	10 (4)	100 (28)		110 (35)
Number of person weeks of job related training provided					120 (40)	800 (250)		
Number of people trained entering work					10 (4)	80 (28)		90 (30)
Number of people accessing improved careers advice						100 (30)		100
Number of new businesses started up (including social enterprises)					1	25		26
Number of new businesses surviving 52 weeks						21		21
Number of businesses receiving advice / support					1	25		26
Number of new childcare places provided						30 (10)		30 (10)
Number of pupils benefiting from projects designed to improve attainment						200 (60)		200 (60)
Number of teachers / teaching assistance attracted or retained in schools serving NDC						5 (2)		5 (2)



children.									
Number of adults obtaining qualifications						50 (15)			50 (15)
Number of young people benefiting from youth inclusion / diversionary schemes.						200	400	400	1000
Number of people benefiting from healthy lifestyle projects (eg exercise, healthy eating, smoking cessation)						50	100	200	350
Number of homes improved or built							4		
Number of new / improved community facilities (incl arts							1		
Number of people using new / improved cultural facilities (incl arts						150	350	550	1150
Number of community / voluntary groups supported						26	26		26
Number of project feasibility studies funded						1	25		26

#### **4.3 What is intended to be the overall impact of the project and what other outcomes will the project produce?**

The first and most powerful impact will be upon the lives of the people living here. A successful OW would lead to meaningful jobs for those who had none before, working within a new community service industry at the heart of the estate – again, where previously there was nothing.

So we will be a much happier, much more self confident and much more prosperous community with greatly improved local services and a tangible sense of community spirit that is noticeable to newcomers as soon as they arrive. Marsh Farm will have an international reputation for innovation, poverty alleviation and social justice instead of one for ingrained deprivation and rioting. And to top it all we'll have a much cleaner environment too.

Last but definitely not least, a successful Marsh Farm OW will lead to numerous other communities using the model so it is hoped and anticipated that the overall impact will be a change in the way regeneration is 'done', which will ultimately be of massive benefit to millions of people living in deprived communities throughout the UK and beyond.

**Raise the local, national and international profile of Marsh Farm** – this project is the first of its kind in the UK and is drawing interest from a wide range of influential stakeholders including national government, media and third sector organisations concerned with the promotion of innovation and good practice

#### **4.4 What arrangements will there be to monitor and ensure delivery of outputs, partner funding and evaluate the impact of the project? How will good practice be disseminated?**

##### **Monitoring**

- Marsh Farm Outreach operate contemporaneous evaluation and monitoring of all of our scheduled tasks via weekly team meetings and use of work plans, critical analysis of the work plans and a rotating co-ordinator who is tasked with ensuring that all deadlines are met, that any barriers are identified at an early stage and that monitoring records are kept.
- Key partners have agreed to participate on the proposed steering group to monitor delivery of this project which will meet regularly throughout the life of the project.
- University of Luton representatives will carry out participatory evaluation of the entire process of the OW from this stage onwards by playing an active part in a project management forum. This will monitor and evaluate the roles and practices of all participants including Marsh Farm Outreach, MFCDT and all key partners.

##### **Good Practice Dissemination**

- We are working closely with Urban Forum which represents all 39 NDC areas and we have held national 1 day conference to broaden awareness. Several other NDC partnerships are keen to follow up if the Marsh Farm OW is successful.
- Final reports will be sent to the Jobs and Enterprise department of the Social Exclusion Unit who have agreed to assist with dissemination and to feed into policy thinking.
- The Luton Forum and the Luton Assembly will be involved in dissemination to other areas in Luton

#### **4.5 What evidence will be provided to verify the achievement of the outputs listed above?**

- All attendances at meetings, events, interviews etc will be logged and a minuted record is kept of every meeting.
- An 'outputs' register will be kept and presented to each steering group meeting. This will detail progress on each required output and will contain a 'traffic light' system to provide early indication of any problems in achieving outputs leading to remedial action. A copy of this register will be available at all times for checking by MFCDT programme managers.
- Full evaluation programme

## **5. IMPLEMENTATION AND MONITORING**

**5.1** Please state all the key milestones involved in setting up and implementing the project and in delivering the outputs and outcomes over the lifetime of the project:

Date	Key milestones
------	----------------

<b>JANUARY</b>	
<b>Jan 22<sup>nd</sup></b>	Facilitators Enterprise scoping meeting
Jan 22 <sup>nd</sup>	Launch design and implementation of tailored market and enterprise research programme (survey questionnaire, strategy, methodology)
Jan 22 <sup>nd</sup>	Steering Group scoping meeting
<b>Jan 23<sup>rd</sup></b>	Adoption of the first draft OW Technical Plan with all activities broken down for use as the cornerstone to the design process
Jan 23 <sup>rd</sup>	Launch preparation of tender briefs for technical pool support for each specific activity
Jan 23 <sup>rd</sup>	Launch programme of meetings to define roles and draft Service Level Agreements with FE resource partners
<b>Jan 24<sup>th</sup></b>	Launch preparations for community engagement and awareness raising events including 'A Celebration of Localism' – all prospective partners and participants invited - PR campaign TV,
Jan 24 <sup>th</sup>	Begin register of participants including work background, training needs etc
Jan 24 <sup>th</sup>	Launch design of recruitment strategy with Turning Corners and Job Centre Plus
Jan 24 <sup>th</sup>	Launch production of Theory of Organisation presentation pack (CD Rom etc) contextualised to UK 2007 environment
<b>Jan 25<sup>th</sup></b>	Launch design of internal risk management and control systems
Jan 25 <sup>th</sup>	Launch design of internal financial systems for receiving and distributing funds

<b>FEBRUARY</b>	
Feb 8 <sup>th</sup>	FE meeting
Feb 22 <sup>nd</sup>	Steering Group meeting
Feb 22 <sup>nd</sup>	FE meeting
<b>MARCH</b>	
March 1st	Begin recruitment campaign for participants
Thu March 8 <sup>th</sup>	FE meeting
Wed March 21st	Complete second draft of Design of Technical plan for the OW
March 21st	Final report arising from tailored market and enterprise research
Thu March 22 <sup>nd</sup>	FE meeting
March 22 <sup>nd</sup>	Steering Group meeting

<p><b>APRIL</b></p> <p>Thu 5th April</p> <p>Sat April 7<sup>th</sup></p> <p>Tue April 15th</p> <p>Wed April 16th</p> <p>April 16th</p> <p>Thu April 17th</p> <p>April 17<sup>th</sup></p>	<p>FE meeting</p> <p>'A CELEBRATION OF LOCALISATION' participants engagement event on Lea Manor Field</p> <p>Complete Theory of Organisation presentation pack (CD Rom etc) contextualised to UK 2007 environment</p> <p>Complete internal risk management and control systems</p> <p>Complete internal financial systems for receiving and distributing funds</p> <p>FE meeting</p> <p>Steering Group</p>
<p><b>MAY</b></p> <p>Tue May 1st</p>	<ul style="list-style-type: none"> <li>• Service Level Agreements and contracts with all OW partners approved and signed</li> <li>• Completed Internal Financial Systems</li> <li>• Completed Risk Management and Control Systems</li> <li>• Completed OW Technical Plan</li> <li>• Completed Theory of Organisation presentation pack</li> <li>• Completed market research report for use in OW Library</li> </ul> <p>Completed NDC application containing all of the above to appraisal process</p>

<b>JUNE</b>	
June 1 <sup>st</sup>	Project approval
June 1 <sup>st</sup>	Send out briefs for Technical Pool mentors
June 1 <sup>st</sup>	Begin preparations for OW pre launch event
June 23 <sup>rd</sup>	OW Pre-launch event
June 25 <sup>th</sup>	Interview Technical pool
June 25 <sup>th</sup>	Prepare venue for OW
July	The Marsh Farm Organisation Workshop weeks 1 – 4
August	The Marsh Farm Organisation Workshop weeks 5-8
September 2007	Begin delivery of 1 year post OW support package Begin evaluation of enterprises emerging from the OW
September 2008	End of Post OW support package End of evaluation

<b>5.2 What are the main risk factors that could delay or prevent the implementation of the project, or its outputs and outcomes and what contingency arrangements are in place to address these risks (e.g. recruitment, planning permission, land assembly, etc.)?</b>	
<b>Common risks:</b>	<b>Contingencies:</b>
<b>Delays: If funding not agreed</b>	If MFCDT could not fund a share of this project the project could not happen as MFCDT funding provides the basis for obtaining the external match funding.
<b>Reduction in outputs: Low attendance</b>	Low attendance would signal non feasibility as there needs to be interest locally in any employment opportunities arising from the OW. The OW requires a minimum 40 people to take part.

<b>Reduction in partner funding:</b>	<p>We are currently in communication with several potential funding partners.</p> <p>The partner funding shown for this stage is 'in kind' consisting of time to be spent working on the design of the OW. The likelihood of this being reduced is slim as the quality of our partnerships is high and we have signed consents for the officer time required. The participatory evaluation process being conducted by Luton University will also help to maintain input.</p>
<b>Cost over runs:</b>	<p>The Activity Based Costings approach greatly reduces the risk of cost over-runs</p>
<b>Statutory consents:</b>	<p>There are several areas of risk here due to the "novel and contentious" nature of the OW scheme. To limit these risks we will be supported by a Neighbourhood Renewal Advisor to focus on NDC procurement rules, State Aid, Best Value, Equal Opportunities etc. We have also budgeted for legal expertise to deal with any necessary consents, issues or problems.</p>
<b>Lack of take up of project:</b>	<p>The OW needs a minimum of 40 participants to begin, so there is a minimal risk of numbers of potential sustainable jobs being less than the required number to start. This could be remedied by looking further than the existing MF based enterprises towards the generation of new projects.</p> <p>Lack of take up by local people in the 'hard to reach' categories would signal non feasibility as there needs to be interest locally in any employment opportunities arising from the OW</p>
<b>Enter other risks here:</b>	<b>Contingencies</b>



**Transfer of Global South methodology to UK 2007 context**

Evaluation reports and studies are available from previous OW's held in several different environments – urban and rural environments, different continents and socio-economic contexts.

In stage 1 we will carry out a full review of all of the available evaluation materials as part of our risk assessment including study of the reasons behind previous successes and failures covering the economic, ideological and practical do's and don'ts

**5.3 How achievable is the project? Summarise what, if anything still needs to be resolved or confirmed before this project will achieve its grant outputs and outcomes?**

**5.4 Organisation's credibility and track record.**

*(Is your organisation financially solvent? Does it have the expertise, experience and resources to run this project over its lifetime? N.B. please provide business plan, annual reports, audited accounts, profit and loss statements etc, where available).*

The remainder of stage 1 funding will be managed and administered by MF Outreach. We have already successfully delivered the first components of stage 1 of this project and have proven our ability to meet MFCDT's monitoring/evaluation requirements. We can provide our last years accounts and an annual report is in preparation which will also be available for viewing prior to commencement of this work.

**The Stage 2 funding will be managed and administered via the Facilitators Enterprise.** Details of the processes will be set out within the financial and governance arrangements that will be designed by our team working with FE resource partners during stage 1

**5.5 Outline the project management systems that will be used to implement this project:**

**Overall Project Governance**

During stage 1 we will design an effective participatory project governance diagram that will:

1. Outline the relationships between all internal and external groups involved in the project
2. Describe the proper flow of information regarding the project to all stakeholders
3. Ensure the appropriate review of issues encountered within each project area

4. Ensure that required approvals and direction for the project is obtained at each appropriate stage of the project.

Important specific elements of our project governance will include:

- A mechanism to assess the compliance of the completed project to its original objectives
- identifying all stakeholders with an interest in the project
- A defined method of communication to each stakeholder
- A set of business-level requirements as agreed by all stakeholders
- An agreed specification for the project deliverables
- The appointment of a project manager
- Clear assignment of project roles and responsibilities
- A system of accurate progress-reporting including time records
- A central document repository for the project
- A centrally-held glossary of project terms
- A process for the management and resolution of issues that arise during the project
- A process for the recording and communication of risks identified during the project
- A standard for quality review of the key governance documents and of the project deliverables.

### **Steering Group**

The role of the steering group is to measure the progress of the project against its milestones and objectives and to assist the Facilitators Enterprise by providing advice and support. In addition the steering group will receive regular presentations from the participatory evaluation team throughout the lifetime of the project to assist them with their task.

The steering group is responsible for the quality of its own performance and will meet once a month during the remainder of stage 1 and once a fortnight in stage 2

Proposed membership of the project steering group is:

- Dave Crean, Chair MFCDT
- James McGinlay CEO MFCDT
- Ian Phillips GO East
- David Barrett Director MFCDT
- Marek Lubelski LBC Community Development
- Laura Church LBC Regeneration
- Sue Frost MFCDT Finance Officer

## **Management of the OW**

The Organisation Workshop is managed by the 'Facilitators Enterprise' or **FE** (consisting of a team of local development workers and representatives of key partner support agencies) working with expert OW Directors.

The Facilitators Enterprise will ensure effective management of the project, which means, among other things, being responsible for achieving the project's aims, strategy and policy, and results. The FE is accountable for this to the steering group and to the residents of Marsh Farm via its contract with MFCDT and will provide the steering group in good time with all information necessary for the exercise of the duties of the steering group.

The FE is responsible for:

- complying with all relevant legislation and regulations
- managing the risks associated with the project activities
- managing the internal financing of the project
- reporting related developments to the steering group
- design and implementation of internal risk management and control systems
- discussing the internal risk management and control systems with the steering group

### *Membership of the FE*

*OW Directors* - Ivan & Isabel Labra (Integra Terra)

*OW Facilitators* - 10 x Marsh Farm Outreach team

### *Resource members*

- Richard Collyer - Project Development Manager Chamber of Commerce
- Tony Jules – Capacity Building Manager MFCDT
- Ishak Kazi – Jobs Employment and Training Manager MFCDT
- Theresa Frith – Barnfield Operations Manager
- Marek Lubelski - LBC Community Development Manager
- Abu Nasir – LBC Regeneration
- Wendy Tremble - LBC Social Enterprise
- Unnamed person - Job Centre Plus
- Neighbourhood Renewal Advisor NRU

## **Marsh Farm Outreach**

The self management techniques we have adopted are efficient and result in the development of a much broader capacity within the team as a whole. The system is operated via use of weekly meetings during which work plans are produced, followed by a critical analysis of the previous weeks work plan. A rotating team co-ordinator is appointed every week to ensure tasks are carried out and he/she is responsible for checking on progress of all tasks, providing a written weekly report and ensuring all deadlines and milestones are met.

**5.6 How will the costs and funding of the project be controlled? (Including value for money checks, viability, etc.)**

VFM comparisons are being carried out working with the interim JET programme manager at MFCDT and will be completed during completion of stage 1.

Marsh Farm Outreach have established a very robust internal financial management system which is managed by one of our team members who is qualified with the Association of Accounting Technicians.

The financial controls for the project will be designed during stage 1 by our qualified accountant working closely with all OW Facilitators Enterprise partners in particular the MFCDT finance officer

**5.7 If you intend to use sub-contractors to deliver the project, please outline your tendering procedures:**

We will abide by all tendering rules operated by MFCDT. Where special provision with regard to employment of hard to reach members of the community and local capacitation contracts is desired this will be arranged only within the regulations and working closely with the Neighbourhood Renewal Unit via the NR Advisor assigned to the project.

**5.8 EQUAL OPPORTUNITIES. Please attach or state below your organisation's equal opportunities policy. Explain how your Equal Opportunities Policy will be implemented through this project:**

MFOR Equal Opportunities policy attached

**5. FORWARD STRATEGY**

**Forward Strategy: what will happen to this project once grant funding comes to an end? (What arrangements will be put in place and when? Precisely what action will be taken to secure alternative funding?)**

All of the potential OW enterprises will know that there is a market for their future sustainability as this is a prerequisite for their inclusion in the OW. This market availability plus the entrepreneurial literacy arising from the workshop provides the basis for sustainability of the enterprises once OW contracts have ended.

It is expected that the project will fill an existing methodological gap in current approaches for the engagement of the 'hard to reach' into enterprise and employment creation. Having successfully delivered the Marsh Farm OW it is envisaged that the approach will be made available to other grassroots regeneration programmes (10 NDC areas will be invited to send 2 participants).

Therefore our experience and success in MF will mean we are able to provide services elsewhere in the UK and overseas. To this end the project includes development of an OW Directors formative process.

## 6. OPTIONS APPRAISAL

### 7.1 What alternative options have been considered for achieving the project objectives and why have they been rejected? (Refer to guidance notes)

#### a) Variation of the different elements of the project (e.g. physical details, locations, delivery arrangements):

##### Different scale (doing more or doing less)

The option of **doing less** would reduce the community/social scale nature of the OW. The OW can function with a minimum 40 participants so it *is* possible to reduce the overall number of potential participants

However this would mean a reduction in the:

- Number of Enterprises created
- Number of jobs created
- Number of lives changed
- Positive effect on the local economy
- Contribution to long term sustainability of the CERC and a post New Deal MFCDT
- Positive impact on local services
- Number of gaps in the social/community infrastructure filled
- Overall potential learning opportunities, capacitation and raising of community organisational consciousness and capacity
- Number of social groups benefiting (the wider the social composition of the OW the better, so an OW actively sets out to include the young and old, the professional and the unskilled, all ethnic groups etc. Clearly the wider the participation the more profound the effect on community cohesion and inclusion.

Clearly given all of these potential losses the OW should be determined not by pre-imposed ceilings but instead by the number of enterprises which are feasible.

#### c) Alternative funding split (consider more private sector finance, more grant from other programmes)

We will be actively pursuing all available funding support for this type of programme and fully intend to seek maximum support from external sources.

However, it is **very important** that NDC funding is used for a major portion (probably 50%) of

the costs because:

- It provides the basis for attracting match funding where partners require this
- NDC funding has been given to Marsh farm directly for the benefit of Marsh Farm residents so it is an important matter of principle that this funding is used for a project which so clearly fits the stated intent of the programme
- Another important part of the intention here is to demonstrate a better way of spending regeneration funding on job creation, capacity building, business development etc. This could then be rolled out to other areas with regeneration budgets being unproductively spent.

## **7. ADDITIONALITY**

### **8.1 What would be the impact on the project of:**

#### **a) No NDC funding being available?**

This would stop the project as the financial support for this stage 1 feasibility process has been funded entirely by MFCDT with all match funding support being 'in kind (from MF Outreach and other partners)'

#### **b) If less than the requested level of funds were available?**

This would lead to a reduction in the potential size of the project with all of the consequences listed on page 41.

Also the benefits to local people gaining employment from this 14 week project would be reduced (MF Outreach team) as would the benefits arising from the capacitation process we are undergoing.

Professional support for this project is crucial – Integra Terra, Luton University, Barnfield, NEF and Chamber Business Link partners provide the backbone of our technical support for this work. Any reduction in the availability of this support would hamper the development and delivery of the project.

## **8. DECLARATION**

**On behalf of** (project provider/applicant organisation (implementing agency)):

.....  
**I certify that the information provided in this application, which may be used in any subsequent grant contract, is complete and accurate; that our organisation has the necessary authorisation and legal powers to enter into contract to implement the project and receive grant funding.**

**Signed:**

**Date:**

**Name (capitals):**

**Position held in your organisation:**

