



“What makes Wigan Work?”

**Commissioning Application -
Guidance Notes**

**The Worklessness Strategy for
Wigan**

Version 1.0

19 September 2008

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1 Introduction

These guidance notes have been compiled to help applicants fully answer the questions in the project specification sheet. Any application is a response to a published commission; therefore applications will need to clearly demonstrate how they deliver on one or more of the published activity areas.

It is important that you read these through before attempting to answer any of the questions from section 2 onwards.

The guidance note contains a list of prompts for each question in the application form to help you to provide the information in your answer that we need to appraise your project. Please make your answers as detailed as possible so that we do not need to ask for further information.

It is not sufficient to answer any of the questions with a simple yes or no answer.

A full response is required in all of your answers and the higher the amount of grant you are asking for, the more detail we will require.

Work on the basis that we know nothing and you have to tell us everything to ensure that we fully understand your project and how it delivers towards the Worklessness Strategy's priorities and targets.

2 Application Form

2.1 Section 1 – Contact details

Please provide all contact details of lead applicant organisation and identify all partner organisations.

2.2 Section 2 – Activity/Area of work summary

2.2.1 Question 2a – Brief summary of proposed activity/area of work

Please provide a summary of proposed activity; this should not exceed one A4 page.

You will need to demonstrate how the activity meets the strategic priorities and objectives of the WNF. To be eligible for funding the activity must tackle one of the programmes priorities and one of the two programme objectives.

The Worklessness Strategy’s priorities are:

- **Priority 1** – Reduce overall levels of worklessness in the deprived communities
- **Priority 2** – Reduce the number of people claiming Incapacity Benefit due to mental health issues across the borough
- **Priority 3** – Reduce the number of young people (under 25) claiming Incapacity, Job Seekers Allowance and Lone Parents benefit.

And the Worklessness Strategy’s Objectives are:

- **Removing the barriers to training and employment and;**
- **Increasing entrepreneurial activity and supporting the sustainable growth of business.**

Included within the activity description you should also address the following questions:

- What your activity is;
- How the activity builds on best practice;
- How much the activity will cost;
- How much funding you are requesting and what the funding will be spent on;
- Where the activity will take place;
- How long the activity will last;
- What the aim of the activity is and;
- What you will achieve with your aim.

2.2.2 Question 2b – Funding required

Please state the amount of funding you are requesting.

2.2.3 Question 2c – Start date

Please indicate the activities start date.

2.2.4 Question 2d – End date

Please indicate the activities end date.

2.3 Section 3 – Details of activity/areas of work

2.3.1 Question 3a - Who will benefit from this activity/ area of work? (Specify any geographic focus)

- Who the beneficiaries of your activities are (identify the target group and describe them to us so we know exactly who the activity will be working with).
- Why you are targeting this particular group (what's the problem?);
- What you hope to achieve as a result of this work (what will have changed for the beneficiary group?).
- What would happen if this activity did not take place?
- How will this activity addresses a gap in mainstream provision;
- Where will the activity will take place (80% of activity has to be targeted within the boroughs 32 targeted SOAs for worklessness. Please see appendix one for a list and map of the eligible SOAs) and;
- Please identify which SOAs it will target.

2.3.2 Question 3b – How will the proposed beneficiaries be reached? (Please indentify and highlight any innovative approaches)

- What methods will be used to engage beneficiaries?
- How are these approaches innovative?
- Have these methods been used before? Were they successful?
- Have beneficiaries been consulted in the development of the proposed activity?

2.3.3 Question 3c – What targets will you achieve and how they will be achieved, please be specific and;**2.3.4 Question 3d – What outputs/outcomes will you achieve and how will they be achieved, please be specific.**

You will need to identify the outputs and outcomes which will be achieved as a result of your activity. Outputs are the things immediately produced by the activity, for example jobs created or qualifications achieved. Outcomes are the intended results of the project in terms of its objectives, such as increasing entrepreneurial activity.

If you are delivering as part of a partnership and are required to report upon project activity to match funders, it is important there is an agreement on how project outputs will be split and attributed to these project funders. Outputs should only be counted once and those sharing the outputs should agree the split in advance to avoid double counting. This will also demonstrate the additional outputs the worklessness funding will achieve.

Questions which need considering include:

- Identify and outline targets, these will need to contribute towards WNF LAA programme targets. Please refer to pages 22-25 of the Commissioning Framework which includes a full list of all Primary and Secondary Targets.
- When will these targets and outputs be achieved? (Targets need to be achieved across the activity period; they can not be all backed ended at the end of the activity period).
- You will need to demonstrate these targets are realistic and achievable (you can draw upon past experience which demonstrates outputs are achievable).
- How will these targets and outputs be achieved;
- How realistic and achievable these targets are (you can draw upon past experience which demonstrates outputs are achievable);
- What justification you have for these outputs;
- What outcomes will the activity deliver?

Within this question you will also need to outline your activities milestones; from the start of the activity through to the end. You will need to list the significant milestones/tasks that will be achieved for the successful operation of the activity and identify when you expect to achieve each task. When you expect to achieve your outputs will also need to be factored into these milestones.

Please remember the progress of your activity will be monitored upon these milestones and outputs so we can see whether or not the activity is on track to deliver targeted outputs.

Therefore, it is important these milestones are realistic as the commissioning process for worklessness funded activity allows for activity which is not delivering as projected to have their worklessness contract terminated.

2.3.5 Question 3e – Who will deliver this activity/area of work? (If applying as a partnership, please detail partnership responsibilities including financial contributions).

- Who will be delivering this activity?
- If delivering as a partnership, who is the lead partner?
- Who are the other partners?
- What are the roles and responsibilities of each partner?
- What are the financial contributions of each partner? (Match funding is not a prerequisite but any match funding will be an advantage)
- Are there any contributions in kind from partners? If so, what are these?

2.3.6 Question 3f – If not applying as a partnership detail what other partners are involved in the activity/area of work and what they are contributing financially to the proposal.

- If not applying as part of a partnership, what other partners are involved in the delivery of the activity?
- What are the roles of these partners?
- What experience do they have?
- What are the financial contributions of each partner?
- Are there any contributions in kind from partners? If so, what are these?

2.3.7 Question 3g – How will the activity/area of work be marketed and publicised to potential beneficiaries?

What will you do to raise awareness and let people know about your activity?

You will need to incorporate, within your answer:

- Who you will promote the activity to (potential beneficiaries, agencies
- who might refer to the activity and the community as a whole);
- What kind of information/materials you will use to promote the activity;
- Where you will distribute/circulate details of the scheme to publicise the activity and raise awareness and;
- How you will encourage people to engage with the activity?

You will be required as a condition of the grant to ensure publicity is given to Wigan Borough Partnership and the Working Neighbourhoods Fund by making reference to the assistance offered. All activity will be required to

ensure that the Wigan Borough Partnership logo and the Department for Communities and Local Government logo is present on all signage, correspondence, documents, reports and publicity material that relate to this project.

This will be monitored and failure to comply may result in the termination of your contract.

2.3.8 Question 3h – What is the exit strategy? Clearly illustrate at what point activity being mainstreamed.

You will need to tell us what will happen to the activity after the worklessness funding ends.

- If it will not need any more funding, explain why;
- If it will not close how will it be financially self-sustaining?
- Will the activity be mainstreamed? If so by who? If it will be funded by other funders, who are these funders? (It will not be sufficient to simply state other funder will be sought, the source of any other funding will need to be explicitly identified).
- What are you doing to secure this funding?
- Who will be responsible for securing this funding?

2.4 Section 4 – Financial Information

2.4.1 Question 4a – What is the breakdown of the budget required to deliver this activity/area of work?

- A full cost breakdown will need to be supplied, including any contributions in kind;
- You must tell us how you arrived at the figures and demonstrate expenditure is realistic;
- Are costs reasonable and robust?
- You will also need to demonstrate how project procurement will implement Wigan Council's top level procurement process map (see pages 11-12 of the Commissioning Framework for details of this);
- Or if this does not apply to your activity, please explain why.

2.4.2 Question 4b – Match funding needs to be identified and confirmed together with clear breakdown against costs.

You will need to demonstrate that your activity offers value for money, this will need to be demonstrated in relation to:

- a) Total activity costs;
- b) Total gross public sector costs;

- c) Programme specific funding and;
- d) Outcomes.

And also outline how your project delivers value for money through the ‘three E’s’ –economy, efficiency and effectiveness.

Other issues you will need to include within your answer are:

- How does your activity compare to the benchmark figures on page 20 of the Commissioning Framework?
- If it compares unfavourably to this benchmark, what justification is there for additional costs?
- Are the number and quality of outputs reasonable for the costs?
- Will the project offer improved quality or quantity?
- Why is this proposal the best method of delivery and how does it offer the best value for money?
- What would happen if no intervention took place?

2.5 Section 5 – Management Framework

2.5.1 Question 5a - How will the overall activity/area of work be managed? (If applying as a partnership please detail management structures and procedures).

It is important that once activity gets approval, it is launched quickly. We need to understand how the activities will be delivered and how you will monitor and manage the work. Therefore you need to outline;

- Who will be responsible for the day to day management of the activity;
- How will the work be carried out on a day to day basis (explain what staff will be doing to deliver activities);
- Demonstrate an activity plan has been produced that sets out the tasks, resources, milestones and outputs within an agreed project management system;
- If working as a partnership, please show all partners have a clear understanding of their activities and their roles and responsibilities;
- If working as a partnership, communications systems have been agreed and established;
- The management structure for managing all partners;
- Identify if a management system will be used that meets quality standards (e.g. PRINCE 2);
- Whether your organisation or your partners holds any quality standards accreditation (e.g. matrix) and;

- Why this activity is best delivered by your organisation.

You will also need to identify any risks to your activity and how the management structure will deal effectively with these, this is a continuous and iterative process consisting of:

- Identifying and assessing risks;
- Making plans and actions to mitigate these risks and;
- Tracking outcomes to see if contingency plans are required to redirect activity.

Therefore you should tell us:

- Have risks been identified?
- How likely is it they will occur?
- What's the likely impact if they do occur?
- What risk management plans have you put in place?

2.5.2 Question 5b – How will the performance of the activity/area of work be monitored and reported?

You will have to record, monitor and report on the progress of your activity in relation to the targets and grant spent on the scheme as part of the condition of grant. We want to know how you will manage this; you will need to tell us:

- Who will be responsible for monitoring the outputs and financial expenditure;
- What and how you will record the data relating to the outputs;
- What systems you will use/put in place to enable you to monitor the outputs and financial expenditure;
- How decisions will be taken and reported if the outputs and or financial profile has to be changed because the activity under or over performs against the output and expenditure targets;
- What experience you have in monitoring and reporting projects with multiple funding streams and;
- Has the monitoring plan been agreed and have responsibilities been allocated between partners?

2.6 Section 6 – Relevant Experience

You need to demonstrate your organisation and your partners have the relevant experience, technical and financial capacity to deliver the activity. To be able to appraise this, you will need to provide the following information:

- What experiences you have in managing similar projects, what projects were these and how successful were they?

- What experience do you have working within deprived areas?
- What is your organisations most successful project?
 - Where was this?
 - What did this achieve?
 - What have you learnt from this?
 - How have the lessons learnt been incorporated within this activity?
 - Why was it successful?
- What is your organisations least successful project?
 - Where was this?
 - What activity did this deliver?
 - Why was this not successful?
 - What lessons did you learn from this project?
 - How have these lessons been incorporated within this activity?
- What experience have you got of delivering successful externally funded projects?
 - What were these projects?
 - Who were they funded by?
 - What similar mechanisms used to manage previous projects will you use to manage this resource?
- When and how have you worked in partnership?
 - What organisations were your partners?
 - Have you experience of working with your present partners?
 - How successful were these partnerships?
 - What have you learnt from these partnerships?

When answering these questions you will need to include project specific information, such as:

- Project names;
- What year they were funded;
- How much the grant was for;
- How many years the grant was for and;
- Which grant programme the grant was funded from.

3 Appendix One – Eligible Areas

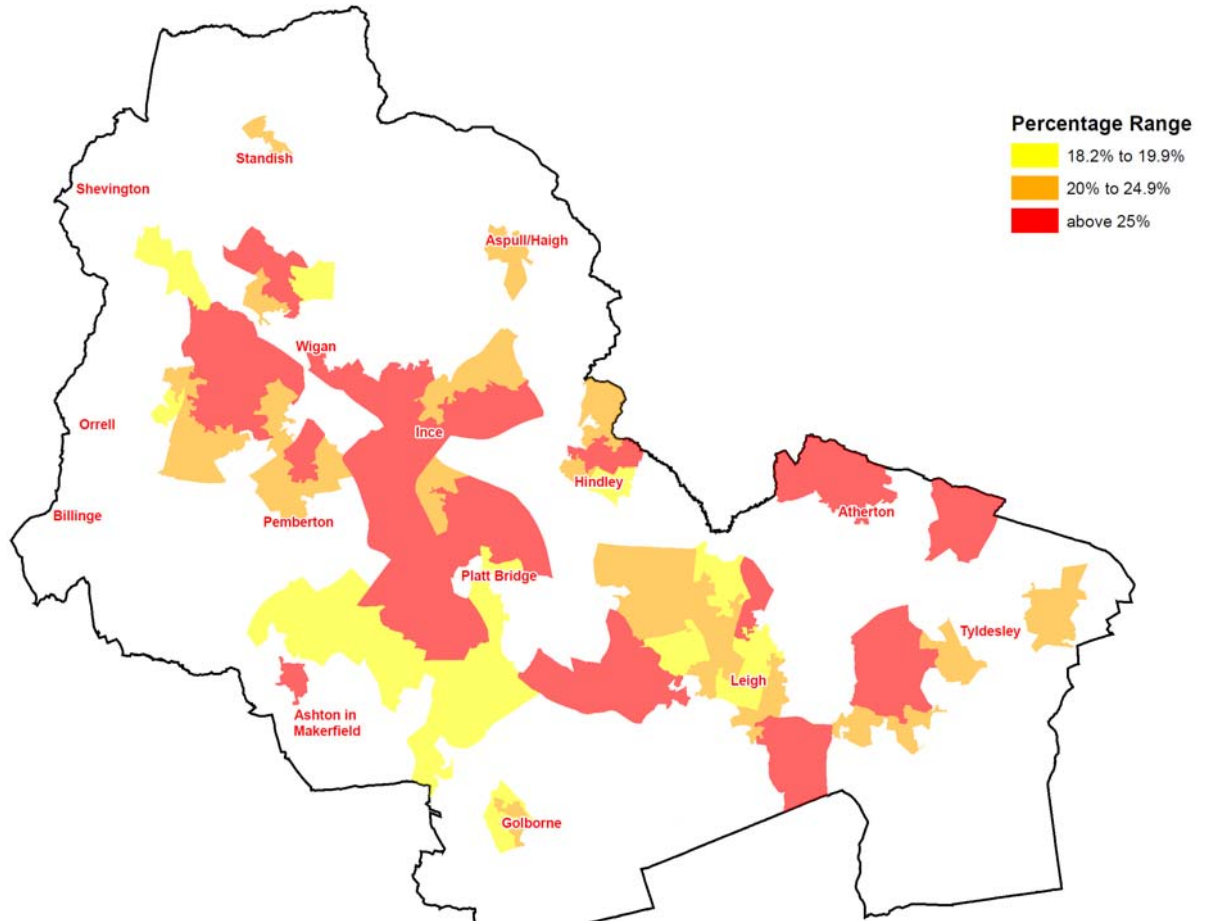


Figure 1 – Map of eligible SOAs (Target areas in red)

LSOA Name	Post 2004 Ward	Worklessness Rate (May 07)
Worsley Hall	Douglas	46.0%
Scholes	Wigan Central / Ince	42.7%
Higher Ince	Ince	39.8%
Worsley Hall North	Douglas	39.3%
Marsh Green West	Pemberton	38.3%
Worsley Mesnes North	Worsley Mesnes	37.7%
Westleigh East	Atherleigh	37.6%
Hag Fold North	Atherton	35.9%
Marsh Green East	Pemberton	35.6%
Norley East	Pemberton	35.3%

Higher Folds North	Leigh East	35.0%
Hag Fold South	Atherton	34.5%
Platt Bridge North East	Abram	33.3%
Hag Fold East	Atherton	32.9%
Darlington Street East	Ince	31.8%
Plank Lane / Crankwood	Leigh West	31.4%
Shakerley	Tyldesley	31.4%
Woodcock Drive Estate	Abram	30.9%
Hag Fold West	Atherton	30.8%
Siddow Common	Leigh South	30.6%
Beech Hill West	Wigan West	30.6%
Scholes / Birkett Bank	Ince	30.0%
Chapel Fields Estate North	Hindley	28.2%
Platt Bridge North	Abram	27.4%
Lower Ince	Ince	27.3%
Wentworth	Bryn	26.7%
Springfield / Wigan Town Centre	Wigan West / Wigan Central	26.4%
Higher Ince / Manchester Road	Ince	26.3%
Smithwood	Hindley	26.2%
Higher Folds South	Leigh East	26.1%
Lower Ince / Ince Green Lane	Ince	26.0%
Warrington Road West	Leigh South	25.3%
	Average	32.4%

Table 1 – List of eligible SOAs