

<b>Operation Name:</b>	Cynnydd
<b>Case (operation) ID:</b>	80833
<b>Beneficiary:</b>	Pembrokeshire County Council
<b>Programme/Priority Axis/Specific Objective:</b>	2014-2020 West Wales and the Valleys ESF Programme Priority - 3 Specific Objective -2
<b>Date this version submitted:</b>	5 <sup>th</sup> June 2018

\*delete as applicable

Intention - to help beneficiaries clearly set out the changes that need to be made to the approved business plan, and focus on providing the information WEFO needs in order to complete the re-evaluation process

It is intended as a guide only, and beneficiaries should always engage with their PDO throughout the re-evaluation process, who will be able to provide more specific advice and support throughout the process.

If there are no significant changes to be made to a criterion, then beneficiaries can state there is no significant change to this section.

### **Executive Summary:**

Brief description of the changes to be made and the reasons the changes are needed.

Include any changes to operation end date, changes to indicators and targets, total operation costs, income, intervention rate and total grant amount. Also summarise any other significant changes, for example the target cohort, key barriers or risks.

The Cynnydd Operation commenced on March 1<sup>st</sup> 2016 and is a three year project aiming to reach 4,500 young people at risk of becoming NEET with an end date of February 28 2019. Although the Operation officially commenced in March 2016 approval was not received until 25<sup>th</sup> May 2016. By that time some

partners had started delivering at risk but the majority of partners were unable to commence delivery until after approval was received. The work that all Beneficiaries are doing with participants revolves around the academic year which meant that significant delivery did not start until September 2016. We are seeking to extend until December 31 2022 and reach an additional 3,217 young people. This would allow partners to complete the academic year of 2018-19 instead of terminating at the end of the first term as is currently the case, continue on for another 3 additional academic years and allow sufficient time for an orderly close down of the Operation.

	<b>Approved Values</b>	<b>Change</b>	<b>Re-profiled values</b>
Operation Length (months)	36	46 (127%)	82
Total Operation Cost (£)	£19,047,312	£16,428,572 (86.25%)	£35,475,884
Total Eligible Operation Cost (£)	£19,047,312	£16,428,572 (86.25%)	£35,475,884
Total ESF Contribution (£)	£13,333,118	£11,500,000 (86.25%)	£24,833,119
Total Eligible Match Funding (£)	£5,714,194	£4,928,572 (86.25 %)	£10,642,765
Intervention Rate	70%	70 %	70 %

	<b>Approved Values</b>	<b>Change</b>	<b>Re- profiled values</b>
Participants engaged	4500	3217 (+71%)	7717
Qualifications gained	1150	9 (+0.07%)	1159
Participants at reduced risk of becoming NEET on leaving	3084	1686 (54%)	4770

<b>CCT Programme Indicator</b>			
Operations integrating sustainable development into awareness raising, education and training programmes.	0	1	1
<b>CCT case level Indicators</b>			
Positive action measure – young people	0	1	1
Occupational segregation Activity	0	1	1
Female participation in STEM	0	1	1
Develop an Eco Code	0	1	1
Develop a Travel Plan	0	1	1
Mentoring/Advocacy Activity	0	1	1
Volunteering Schemes	0	1	1
Developing / Engaging CCT Champions	0	1	1

### Section 1 Core Criterion: Strategic Fit

Describe what changes are needed to make to the operation that impact on strategic fit, and the reasons for the changes, for example:

- a change in Welsh Government policy since the operation was approved that directly impacts on the operation, and therefore a change in delivery is needed to ensure alignment
- integration with other ESI Programmes that was not planned when the operation was approved
- implementation of transnational activity.
- changes to regional opportunities and priorities or the degree to which the operation aligns with them.

There are a large number of frameworks, policies and strategies that impact on Cynnydd, which are listed in the approved Business Plan. These still apply to the Operation and to any reprofile thereof.

### **Prosperity for All – The National Strategy**

In September 2017 the Welsh Government published Prosperity for All – The National Strategy. This identified 5 priority areas – early years, housing, social care, mental health and skills, which have the potential to make the greatest contribution to long-term prosperity and well-being. These are areas where it has been shown that earlier intervention and more seamless services can make a real difference to people's lives. Cynnydd contributes directly to this strategy by working with young people to improve their skills and qualifications. However, even if an individual participant does not achieve a qualification directly through Cynnydd, if their risk of becoming NEET is reduced those young people are more likely to remain in education or training thereby improving their skills indirectly.

### **Further Strategic Criterion: Cross Cutting Themes**

Describe what changes need to be made to the operation that impact on cross cutting themes, and the reasons for the changes, for example:

- changes in plans or additional evidence to deliver against CCT targets
- changes in organisational policy that impact on the operations contribution towards CCT objectives, indicators and targets

The current Cynnydd Business Plan was approved before comments were received from the Cross Cutting Theme team and consequently no indicators are shown on WEFO online. As a result of comments which were received later and subsequent discussions with the WEFO CCT team it has been suggested that the following indicators should be used for Cynnydd.

Programme Level Indicator

- Operations integrating sustainable development into awareness raising, education and training programmes.

Case Level Indicators

- Positive action measure – young people
- Occupational segregation activity
- Female participation in STEM
- Develop an Eco-Code
- Development of an organisational travel plan
- Mentoring / Advocacy activity
- Volunteering schemes
- Developing / engaging CCT Champions

In the current approved Business Plan it was stated that the SD Champion would work with the Wales Green Business Centre and Natural Resources Wales and other organisations as appropriate, to obtain advice and guidance in sharing and implementing the 'green agenda' across the operation. The Lead Beneficiary proposes to send out any updates on the green agenda as they are received but the existing wording in the Business Plan envisages a formal approach which is excessive for this Operation so we are not suggesting including it as a case level indicator. All Beneficiaries have contributed towards developing a Travel Plan and Eco Code for the Operation, which covers the relevant aspects of the green agenda. Sustainable development is a key policy within each of their organisations.

**Further Strategic Criterion: Suitability of Investment**

Describe what changes need to be made to the operation that impact on the suitability of investment, and the reasons for the changes, for example:

- changes to mainstream or other ESF provision available for target participants that means that impacts on the operation
- if changes are being made to the delivery model, what impact this will have on the operation's target cohort, sectors, barriers or activities.

There are no changes which are being made which will impact on the suitability of the investment. The only changes with regard to the delivery model relate to procurement which is dealt with in Section 2 below.

## **Section 2 Core Criterion: Delivery**

Describe what changes need to be made to the delivery model, and the reasons for the changes, for example:

- change to end date of the operation and why it is needed
- integration with other provision, including ESF
- any changes to procurement
- any changes in joint beneficiaries and why
- any other changes to the delivery model
- changes to the primary risks of the operation.

The extension of this Operation to December 2022 would result in a further 3,217 participants being assisted through Cynnydd. It was originally anticipated that Cynnydd would deliver over a period of 36 months. However the approval process took longer than anticipated which resulted in a delay before partners were able to commence delivery. This delay was aggravated by constraints of the academic year with some partners not being in a position to commence delivery until the start of a fresh academic year. As a consequence of this the Operation has been behind delivery profile both in terms of finance and outputs since approval. A further extension of both time and finance would allow us to reach even more students who are at risk of becoming NEET.

### **Procurement**

Local Authority partners will continue to procure for training for participants. The way in which this will be done will change from a regional to a local basis. More details on this are contained below under **Further Delivery Criterion: Management of Operation.**

**Joint Beneficiaries**

On the 1<sup>st</sup> August 2017, Coleg Ceredigion became a subsidiary of Coleg Sir Gar. Both organisations remain as separate legal structures with separate bank accounts for the purpose of externally funded projects. As far as the delivery of Cynnydd is concerned both colleges are operating individual projects which address their particular local needs. The delivery and management of each project is separate.

**Delivery Model Changes**

When the Regional Procurement Framework was drawn up there was a specific Lot relating to emotional support and therapy specifically, emotional, social & behavioural difficulty support, cognitive behaviour therapy, attachment therapy and substance misuse support. No suitable bids were received under this Lot and therefore no provision was able to be made for this activity under the Framework. Individually some LA partners requested and received permission from WEFO to recruit an educational psychologist or other staff with similar expertise to deliver this activity in-house. These staff members are now in place and this activity will continue to be delivered in-house.

Training will continue to be procured but will be on a local basis rather than through a Regional Framework.

All partners were asked to profile expenditure until December 2022 with delivery taking place until the end of the academic year 2021-22. All partners apart from Coleg Sir Gar, City & County of Swansea and Neath Port Talbot College Group had to reduce the level of activity they were able to undertake with participants in order to meet the allocated budget available. Gower College Swansea has not reduced the activity level but instead has chosen to deliver only until the end of the academic year 2020-21.

Other changes are as follows:-

**Neath Port Talbot College Group**

The approved Business Plan included the use of directly funded Principal Lecturers' time to help with more academic interventions, claiming their hours

via timesheets. Since the commencement of the Cynnydd Operation the College has been finalising its post-merger restructuring and as a result of this the post has been removed from the Academic School management team structures. One year into the delivery of the Cynnydd project and after reviewing the performance and demand for Cynnydd support, the College finds there is an unfulfilled need for specialist support amongst those young people with mental health needs and who in addition have significant emotional, social and behavioural difficulties. We intend to use the money originally allocated to Principal Lecturers to fund a Resilience Officer. This equates to 18.5hrs pw, term time only (36wks) on scale 6, starting in Sept 2018.

NPTCG intend to use the additional transition allocation of budget (see Section 3) to pay for an extra Transition and Retention Coordinator (TRC) for 20hrs pw, on scale 4, full year.

In addition to intensive interventions / pastoral care provided by TRCs NPTCG shall be offering Level 1 Agored qualifications to young people to improve their employability skills. This will be delivered in small groups throughout the academic year.

### **Coleg Sir Gar**

The original delivery model included two main strands. These are the Mentoring strand and support focused on Monitoring & Tracking and Study Skills support. The uptake on study skills support has been less than anticipated whereas the mentoring strand has proven to be very effective in supporting those at greatest risk. There is also an increased demand due to mental health, emotional and behavioural issues which need to be addressed. It is therefore proposed to reduce the study skills support strand and employ additional mentors together with a Cynnydd Resilience Counsellor. This would be a new full time role and will work closely with the Mentors.

### **Pembrokeshire College**

Cynnydd mentors provide additional bespoke support to participants which is mainly pastoral but can include a range of interventions including housing



support, financial capability and support, strategies to improve behaviour and attitude, online safety awareness, time management, advocacy, mental health support and other supportive interventions. The delivery model will remain fundamentally the same moving into the extension period with mentors linked to faculties however there will be an additional focus on attendance introduced from December 2017 and a programme of preventative work on emotional resilience with the aim of avoiding crisis and the need for acute interventions.

### **City & County of Swansea**

Swansea Council will continue to deliver to Cynnydd participants as planned at the outset of the Cynnydd Operation however it has become clear that an additional 1 FTE Learning Coach will be required to work directly with the PRU which has a high allocation of pupils at risk of becoming NEET. In addition with the high number of schools involved in the Cynnydd Operation there is a requirement for an additional 0.5 FTE European Officer in the central team. To date, the current staffing structure for the back office, and quality and performance role has been under a significant level of strain to support the 14 schools and Cynnydd Learning Coaches involved in the project. The operational model for Swansea is large, but targeted for individuals involved in the project and the back office/central team within the EFT needs to be of an appropriate scale to support it successfully.

The changes in Neath Port Talbot College Group resulted from a change in their organisational structure but apart from that the changes outlined above are due to our experience in delivery and management of the Operation to date. At the outset of the Operation it was only possible to estimate the level of support that would be required in different areas and these proposed changes in staffing levels are based on experience of delivery to date. The evaluation of the Operation has not yet taken place so we are not able to incorporate any recommendations the evaluators may have in terms of delivery model.

### **Further Delivery Criterion: Indicators and Outcomes**

Set out clearly the changes to the targets, showing current targets, achievement to date, and the requested change.

- Provide a clear rationale to support the need for the changes, explaining what is changing and why, and how you will achieve the revised indicators
- Provide a revised Delivery Profile for all indicators (your PDO will provide you with a template). This includes extensions to operation end date.

	<b>Participants Approved</b>	<b>Achievement to Date</b>	<b>Reprofiled Participants</b>
Pembrokeshire County Council	533	394	889
Pembrokeshire College	266	228	443
Ceredigion County Council	431	271	688
Coleg Ceredigion	149	56	248
Carmarthenshire County Council	707	254	1178
Coleg Sir Gar	301	132	604
City & County of Swansea	780	498	1300
Gower College Swansea	390	232	865
Neath Port Talbot County Borough Council	661	294	1102
Neath Port Talbot College Group	300	86	400

In the currently approved Business Plan, Cynnydd had 3 result indicators namely:-

1. Participants at risk of becoming NEET (11-24) at reduced risk of becoming NEET upon leaving
2. Participants at risk of becoming NEET (11-24) in education/training upon leaving
3. Participants at risk of becoming NEET (11-24) gaining qualifications upon leaving

Of these 3 indicators the second was removed by WEFO before approval as it was acknowledged it would be difficult to evidence that any such result was only due to participation within Cynnydd.

Considerable discussion took place with regard to evidencing the first of these results (participants at reduced risk of becoming NEET upon leaving) and the following 3 measures were proposed:-

- 1) Sustained improvement in the pattern of attendance for at least 3 months (12 weeks) by 10%
- 2) Achieving expected level of attainment which would be demonstrated by:-
  - a. Key Stage 3: Reading and numeracy scores (comparison year on year) and/or gaining 1 or more qualification directly through the Operation and/or maintaining or improving current level
  - b. Key Stage 4: Attaining Level 1 or L2i Thresholds; Capped Wider points (WBQ “included” and “Capped 9” from 2017 and/or gaining 1 or more qualification directly through the Operation and/or maintaining or improving current level
  - c. Post 16: Achieving current programme of study and re-tiering from Tier 4 into Tier 5
- 3) Reduced number of exclusions and/or number of exclusion days

It was agreed that any one of these measures together with a recorded improvement in the participant's wellbeing would be sufficient to evidence a reduced risk of becoming NEET. However it was acknowledged that there was very little research and/or evidence to help with the task of defining how to set a measure to record and evidence reduced risk of becoming NEET and that therefore, we would expect to review this approach to measuring reduced risk within the first 12 months, and have some flexibility within the operation to make any necessary changes or adaptations. We are now 24 months into delivery of the Operation so a review is overdue.

Although the existing measures are working well they do not capture all instances where a participant is at reduced risk of becoming NEET. For example:-

- 1) A participant leaves college before completing their course of study and moves into an apprenticeship, other work based learning or employment.
- 2) A participant leaves school without gaining any direct qualification through the Operation and gains an apprenticeship with an employer through whom they had a work placement via Cynnydd.
- 3) A participant leaves school, having undertaken vocational training through Cynnydd and enters college to do a full time course in such training.
- 4) A participant undertakes workplacements/ volunteering or employability support so has a CV and interview skills which would not have been in place without support from Cynnydd.

We would therefore propose the following in addition to the existing 3 measures for reduced risk

- 1) Entering an apprenticeship, work based learning or other full time training
- 2) Entering FE college for full time course (but exiting Cynnydd)
- 3) Entering employment
- 4) Undergoing employability training e.g. work placement/ CV, interview skills training.

Please note we are not suggesting that entering employment or education/training should be results in themselves but rather they should be evidence of a reduced risk of becoming NEET.

### **Qualifications Achieved**

The number of qualifications offered by each partner varies considerably. This is due to the local need and way in which Cynnydd is being delivered in the different areas. There was some misunderstanding among partners when the original targets were submitted to WEFO as some Beneficiaries thought that

they could claim the GCSE or other qualifications that their participants were working towards as qualifications gained as a result of the Operation. Consequently some partners have now reduced the number of qualifications they will be declaring. Our FE partners, apart from Neath Port Talbot College Group, do not work directly with students to achieve qualifications through Cynnydd but instead support them to achieve on the courses they are enrolled on. NPTCG is seeking to deliver Level 1 Agored units in Employability Skills for their participants. For the Local Authority partners there is a varied approach. In both Pembrokeshire and Ceredigion part of the Cynnydd delivery team are working directly with many participants to deliver BTEC and Agored Units whereas this is not the case within the other Local Authorities. For example, Carmarthenshire County Council are only working with a small percentage of participants in the Carmarthenshire Secondary Teaching and Learning Centre who attend a bespoke alternative curriculum. Qualifications that are gained by this group will be wholly due to any Cynnydd intervention. In addition Carmarthenshire will deliver some Level 1 awards. It is these differences in approach that account for the varying profiles with regard to this result among the Joint Beneficiaries.

### **Achievements to Date**

When the paperwork and database were established for Cynnydd at the outset of the Operation the information for the results achieved were included in the Destination Form which was completed when participants exited the Operation. This was due to the wording of the results which are all based on the situation when a participant exited the Operation. After discussions with WEFO we have now revised our database to include a tab for Progression Data where partners can include information on any qualifications achieved during the time the participant is still engaged with the Operation which will enable the reporting to more accurately reflect the situation.

<b>Result</b>	<b>Current Target</b>	<b>Achieved to date</b>	<b>Proposed Target</b>
Participants at risk of becoming NEET (11-24) at reduced risk of becoming NEET upon leaving	3084	243	4602
Participants at risk of becoming NEET (11-24) gaining qualifications upon leaving	1150	216	1159

### **Further Delivery Criterion: Management of Operation**

Describe the changes need to be made to any aspects of the management of the operation and the reasons for the changes, for example:

- Changes to key staff
- Changes to procurement processes

There are no changes to the management structure within Pembrokeshire County Council, the Lead Beneficiary. The management structure of Strategic Regional Board (meeting every 3 months) and the Regional Operational Board (comprising the Project Managers of each Beneficiary) is working well. At the outset of the Operation the Regional Operational Group was meeting every month but this has now reduced to every two months. The Lead Beneficiary carries out participant checks with all Joint Beneficiaries and this gives an opportunity to discuss any individual issues that may have arisen with that Beneficiary at that time. All areas hold Local Project Board meetings which are attended by the LA & FE Joint Beneficiaries and Careers Wales advisors.

### **Project Management in Carmarthenshire**

At the outset of Cynnydd delivery the project manager for Carmarthenshire County Council was seconded for 2 days a week (40% FTE) to Coleg Sir Gar in the same role. This worked very well at the beginning of delivery as sharing a project manager between the 2 Joint Beneficiaries contributed to communication between them and a seamless, united approach towards tackling the issues of young people at risk of becoming NEET in the unitary authority area. However as the number of young people engaged in the Operation increased, particularly within the Local Authority, the workload

became too much for one individual and each partner has now employed a full time Project Manager. They continue to have regular local project board meetings which facilitates communication between them.

### **Procurement**

A Regional Framework for training providers was established for Cynnydd which will come to an end on 28<sup>th</sup> February 2019. There is no intention to either extend or renew this framework. The framework was never used by the FE partners and was not used by all LA partners. It was difficult to establish the parameters of the framework at the outset as each partner had differing requirements. It has proved difficult in practice to source the training required for varied reasons e.g. the small number of participants requiring a particular course has meant that course is very expensive or no suitable provider is on the framework for a particular area. Neath Port Talbot CBC has not used the Regional Framework at all as they do not feel it meets the needs of their participants. It is proposed that each Beneficiary will now be responsible for their own procurement of training which will either be by establishing specific local Cynnydd Frameworks or will be drawn from existing local training frameworks.

### **Section 3 Core Criterion: Financial & Compliance**

Set out any proposed changes to the funding package with an accompanying narrative to explain the changes, as well as any changes that may impact on due diligence, for example:

- Changes to procurement or State Aid within the operation
- Revenue generation
- Changes to total costs, ESF, match funding and intervention rate and the reasons for the changes
- Changes to joint beneficiary arrangements

Partners will continue to procure training provision (although not through a Regional Framework) as outlined in the original Business Plan apart from one change with regard to emotional support and therapy as outlined in Section 2 above.

In apportioning the funds between partners to extend this Operation until December 2022, the additional sum of £11.5m ESF was used as this was the amount indicated as being available. It should be noted that the majority of partners had to reduce their delivery to participants in order to fit within this sum. If partners were to continue to deliver the same interventions as at present a further sum of £1,408,520 ESF would be required. This would enable partners to achieve further outputs with participants.

In allocating the proposed amount available for an extension and reprofile to partners the number of participants each partner intended to work with was taken into account however it is acknowledged that FE partners may be working with participants who were already enrolled on the Operation through another partner. An adjustment was therefore made to the allocation to reflect these Cynnydd participants transitioning to college. The changes to the funding package are set out in the table below. The additional funds requested will allow for delivery to a further 3217 participants.



CYNNYDD	£'000s					
	Project Costs		Total costs	Financing		
	Existing Budget	Additional Funds		Co-Financing	ESF	Total
Pembrokeshire CC Central Costs	641	457	1,098	329	769	1,098
Pembrokeshire CC	1,697	1,904	3,601	1,080	2,521	3,601
Pembrokeshire College	997	995	1,992	598	1,394	1,992
Ceredigion Council	1,584	1,545	3,129	939	2,190	3,129
Coleg Ceredigion	571	632	1,203	361	842	1,203
Carmarthenshire County Council	2,229	2,213	4,442	1,333	3,109	4,442
Coleg Sir Gar	941	1,005	1,946	584	1,362	1,946
City & County of Swansea	2,359	2,353	4,712	1,414	3,298	4,712
Gower College Swansea	1,180	1,404	2,584	775	1,809	2,584
Neath Port Talbot CBC	2,100	2,081	4,181	1,254	2,927	4,181
Neath Port Talbot Group of Colleges	932	646	1,578	473	1,105	1,578
Careers Wales	3,816	1,194	5,010	1,503	3,507	5,010
TOTAL	19,047	16,429	35,476	10,643	24,833	35,476

**Further Financial Criterion: Value for Money**

Set out the impact that the changes to the operation will have on value for money and why, for example:

- Changes to costs linked to activity and indicators and why this has changed
- Any changes to any cost benefit analysis carried out in the current business plan
- Affect of any changes to finances and targets on for example total cost per participant or total cost per outcome.

Cynnydd was approved with total funds of £19,047,312 to work with 4,500 participants which equates to £4,233 per participant. This proposed extension will bring that total to £35,476,884 which will be used to deliver interventions to 7,717 participants which equates to £4,597 per participant. There is therefore an increase of £364 per participant. This small increase reflects the increased amount of time that will be spent with some participants as the extension will enable them to remain on the Operation for longer. With many of these participants the issues affecting them are complex and wide-ranging and the ability to work with them over a longer period of time will more likely result in a sustainable outcome in the long-term.

**Further Financial Criterion: Long Term Sustainability**

Describe what impact if any the changes to the operation will have on the long term sustainability, for example:

- Changes made to the delivery model that have the potential to carry on beyond ESF funding
- Changes to any closure plans in place

There are no changes to the long term sustainability as outlined in the Business Plan. The profiling of both outputs and financials is reflected in a closure period following from any transition activity that partners will be undertaking over the summer period.