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## **Learning & Skills Council**

### **ESF Co-Financing 2004-2008**

#### **Bidding Guidance**

**March 2007**

# Learning & Skills Council

## ESF Co-Financing 2004-2008:

### Bidding Guidance

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# Learning & Skills Council

## ESF Co-financing: Bidding Guidance March 2007

### Introduction

This guidance document has been designed specifically to assist all applicants when applying to Learning & Skills Council (LSC) for ESF Co Financing funding.

- **Bidding guidance:** how to answer the fifteen questions contained in the proposal form. This section makes reference to the criteria that will be used in the appraisal process of all proposals. The criteria are also repeated under each question on the proposal form for information and ease of reference.

As a prospective applicant, you will need to be familiar with the Learning & Skills Council Co-Financing Prospectus. The latest version was published March 2007 and relates to the funding period from 1 April 2007 – 30 June 2008. It includes information on the activities Learning & Skills Council is keen to target with this latest round of funding.

The latest version of the Learning & Skills Council Strategic Area Review is currently available, and it is recommended that you make yourself familiar with it in order to see how the current funding priorities fit with our overall strategic objectives. A copy of the document can be obtained from our local website at [www.lsc.gov.uk](http://www.lsc.gov.uk)

Learning & Skills Council has established several priorities for dispersing funding and each proposal must:

- **Add value** to the Learning & Skills Council's core objectives;
- **Contribute** directly to the bidding prospectus measure level targets;
- **Demonstrate** either strategic or operational progression towards the Learning & Skills Council's core programmes;
- **Demonstrate** complementarity and not duplicate existing or emerging initiatives; and
- **Show** how it addresses identified need both in terms of geographical coverage and strategy.

### Addressing the Questions

All applications for funding are required to be submitted on the proposal form included in the current prospectus. This application form is available in both paper and electronic format.

The application form provides a fair and equal opportunity for large and small organisations to compete for Learning & Skills Council Co-financed funds. It has been restricted to twelve pages to ensure you have enough space to present your proposal, and prevent it from becoming a barrier in itself.

For clarification (**please ensure you read these points carefully**):

- ❑ Learning & Skills Council will **disregard any extensions** to the application form. This means that you should **not** attach any appendices or additional information to the form. Should the Appraisal Panel require further information on your proposal, a member of staff from the Learning & Skills Council will contact you at the appropriate time.
- ❑ The application form has been produced to ensure that you provide the amount of information against each question that the Appraisal Panel requires. The size of each blank table into which you should place your answers has therefore been fixed. You should **not** change the size of these tables and any corruption to the format of form **could result in disqualification of the proposal**.
- ❑ Word processed forms should not be completed in less than **12** point.

Learning & Skills Council trusts that you will appreciate the need to maintain a level playing field for all applicants. By restricting the amount of information each applicant is able to submit, all proposals can be appraised fairly and equitably. Learning & Skills Council reserves the right to request additional information on individual proposals if and when required.

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### **Bidding Guidance**

**Proposal Name:**

**Please provide a name for your project**, this helps us to identify it more clearly from other proposals, in particular if you are submitting more than one application.

**Proposal:** Please complete all applicant organisation/contact details, legal status and type of organisation

#### **Question 1: Activity Focus**

**Please identify which Measure your proposal fits. Please quote the ESF Policy Field and Measure. Briefly describe the nature of your proposal, explaining what you intend to deliver in relation to the CFO bidding prospectus and strategic plan. If you wish to carry out activities under more than one measure, you must submit a separate application form for each.**

#### **Appraisal Criteria**

- ❑ Is the nature of the proposal realistic?
- ❑ Is the proposal appropriate for the target group/geographical location?
- ❑ Does the proposal reflect accurately the priorities set out in the bidding prospectus?
- ❑ Does the proposal explain how it fits into the wider development agenda?

- 1.1 This section is your opportunity to describe the nature of your proposal and how it will contribute to local strategic and operational priorities. It will be useful if you refer directly to the Learning & Skills Council Co-financing Prospectus and Strategic Plan. If not, you should explain why not and use other relevant and strategically focused documents to illustrate the impact you intend to create through your proposal.
- 1.2 Learning & Skills Council is committed to ensuring that good quality provision continues, as long as the need remains relevant and contributes to good quality outcomes. In certain circumstances, current provision no longer meets the desired outcomes. Learning & Skills Council is keen in such situations to seek innovative solutions to local problems.
- 1.3 You will need to describe accurately what you wish to do and how your proposal will benefit the local economy. Learning & Skills Council is keen to know what linkages exist in relation to your proposal and how they will be beneficial. You will be asked for more detail on partnerships in question six.
- 1.4 You should also describe the role of your proposal within the wider objectives of the local community. Why is your proposal necessary and how it contributes to the wider LSC and county strategic objectives?

## **Question 2: Activity Summary**

**Describe the component parts of your project proposal, its purpose and information on what the activity intends to do. You will need to identify the aims and objectives, why it is needed, how the needs will be addressed and who is responsible for each element of delivery. How and where it will be delivered..**

### **Appraisal Criteria**

- What will the project do and how will it achieve the proposed results?
  - How it supports the funding prospectus?
  - Is the project realistic and achievable?
  - Does it reflect local need?
  - How will the need be addressed?
  - Who is responsible for each element of delivery?
- 2.1 You will need to describe each element of the proposal and how they fit together to form the whole project. Where relevant and appropriate, you should show how each element relates to the funding prospectus.
  - 2.2 It is important to show the context within which your proposal is presented: what other activities are going on around it and how it fits with these. You will be asked for further information on such linkages at questions three (geography) and six (partnerships), however this is an opportunity for you to summarise the wider benefits that will result from your proposal.

2.3 Target groups should be identified at question four – so you do not need to enter specific detail about them here. You should, however, identify the expected demand for support services that are additional to your proposal and ensure equality of opportunity, such as:

- ❖ Literacy/numeracy help;
- ❖ Large print materials;
- ❖ Hearing loops;
- ❖ Disabled parking, access and toilet facilities;
- ❖ Social care support and advice;
- ❖ Other support services appropriate to enabling participation.

2.4 You should ensure that:

- ❖ The method of delivery is appropriate;
- ❖ No groups will be disadvantaged;
- ❖ All elements of the proposal are appropriate to the target group;
- ❖ Proposed benefits will not be hampered by delivery;
- ❖ The client will experience smooth progression at all stages of your project.

### **Question 3: Geographic Coverage**

**Identify the location at which the project will be based, or the way in which it will operate without a fixed location. You should also identify the catchment area for the project and the likely area that will benefit from this project proposal, for example Boroughs, Districts, Wards etc., and any local initiatives, which might impact on the proposal.**

#### **Appraisal Criteria**

- Does the proposal identify specific geographic areas?
- Is the applicant aware of other complementary initiatives in the area?
- How do these other initiatives fit strategically and operationally with this proposal?

3.1 Learning & Skills Council will need to know and understand the ways in which the project will operate on the ground. It is important that you define clearly the physical area in which you will operate and the proposed catchment area for beneficiaries if this is different.

3.2 Include details if the project is to operate within a currently defined regeneration area or other area such as an Education Action Zone. You should demonstrate how the project will work within that area and the relationship to all other appropriate agencies and how it will contribute to their strategies.

3.3 If your proposal crosses any real or strategic boundaries, you should show how it addresses local need in those areas. You should also demonstrate the appropriate cross-border synergies.

- 3.4 You should be aware of any other project activity in your area of operation. You will need to demonstrate any synergy with those projects. Learning & Skills Council is committed to ensuring appropriate coverage of high quality services and to encourage 'added value' rather than overlap and unnecessary duplication.

#### **Question 4: Target Groups**

**Describe and define the beneficiaries of your proposed project. You will need specifically to identify hard-to-reach groups and those at risk of exclusion. Where this is the case, you should explain how your proposal would address their needs (these groups should be consistent with those identified in the funding prospectus). Please include details of relevant experience of working with these target groups.**

#### **Appraisal Criteria**

- Has the proposal identified appropriate target groups and made the links with the geographic location and identified need?
  - What links with business and learning markets exist to ensure appropriate progression for members of the target groups?
  - Will the proposal ensure improved participation for the target groups and contribute to Learning & Skills Council's ESF Co-financing plan and prospectus?
- 4.1 This section allows you to identify your proposed beneficiaries and will enable the Appraisal Panel to make a judgement on how a number of proposals may interact for the overall benefit of individuals, local communities and the Regional economy.
- 4.2 The proposal should cover the nature of the target group, including all the barriers they face. You should include relevant supporting information where available.
- 4.3 Learning & Skills Council is keen to ensure that all disadvantaged groups are not excluded from the economy. You should show how your proposal in particular will address their needs and help them overcome the barriers to participation you have identified. You will be asked about specific costs and equality issues later in the application form.
- 4.4 Please refer to the Co-financing Prospectus for details of potential target groups.

#### **Question 5: Timescales**

**Please specify start and end dates of activities. Set out clearly the timetable of your project proposal, illustrating how the timescales fit the delivery of your proposed objectives and what are the key milestones?**

#### **Appraisal Criteria**

- Does the proposed timescale fall within or outside of the given funding period?

- Given the staffing available to the project, is the delivery timetable realistic?
- Is there sufficient justification for the length of the project, or is more or less time required?
- Will the project continue to offer good value for money over the proposed period?
- What arrangements have been made to secure funding for the future?
- Will the project continue to offer strategic relevance to the Region?

5.1 The Appraisal Panel needs to be clear that the timetable you have described will be sufficient to deliver the objectives you have identified. As evidence you could include the following information:

- Project start and end dates;
- Significant milestones for achieving the objectives throughout the period of the project.
- Level of staffing available to deliver the project and their capability to deliver the project requirements;
- Any potential barriers to delivery and achievement of objectives that can be anticipated, and your proposals to overcome them should they arise.

### **Question 6: Linkages**

**Please specify linkages with other relevant activities/strategies in the local area and provide evidence. If linkages are not fully established then indicate which organisations you intend to work with on this activity and how this involvement will be secured. Please explain how these linkages will complement the project.**

#### **Appraisal Criteria**

- Is this a partnership or consortium proposal?
- Is the partnership/consortium a legal entity?
- How are other delivery partners included in the project activity?
- What strategic or operational partnership arrangements exist that will benefit the target group?
- What pathways exist between partners to ensure smooth progression routes for beneficiaries?
- What partnership management arrangements have been made to ensure effective partnership?
- How does the proposal link to other relevant Strategies, such as the Regional Development Plan, Regional Economic Strategy, Regional Skills Strategy, etc?

6.1 Learning & Skills Council is committed to developing provision in a coherent and integrated manner, and reducing duplication wherever possible. The Appraisal Panel needs to understand how your proposal fits within a wider partnership approach to community and economic development across the county. You should identify the nature and membership of the partnership or consortium, on whose behalf you are submitting your proposal, and briefly describe the overall aims and objectives of this partnership or consortium.

- 6.2 If other members of the partnership or consortium will be involved in the delivery of the project, briefly describe how, and the level of matched funding that will be applied to the project from these sources (if applicable). Learning & Skills Council will initiate separate discussion with you on matched-funding where necessary.
- 6.3 Identify any other linkages you are aware of – both existing and potential – between your project proposal and other delivery agents that may be facilitated through your proposal and result in increased benefit to members of the target groups (e.g. easier access to childcare provision).
- 6.4 If no partnership or consortium arrangements exist, please explain why this is the case and how you will ensure the development of appropriate linkages with the strategies and activities of other delivery organisations.
- 6.5 The proposal needs to demonstrate a coherent approach to supporting Regional and sub-regional strategies

#### **Question 7: Added Value**

**Describe how your proposal will bring added value to members of the target group and the local economy, and how it will help to enhance participation in learning over and above that which can be delivered by mainstream provision. Please identify whether you propose to support new beneficiaries solely through Co financing, or whether ESF is intended to enhance current provision which is already funded through existing budgets e.g. LSC mainstream work based learning, further education, LEA Adult & Community Learning, SRB, Single Programme or other sources.**

#### **Appraisal Criteria**

- Has the proposal defined the 'added value' it will bring to the target group and local economy?
- How will the proposal enhance current provision?
- Will the proposal improve access to or progression through services designed to ease barriers associated with exclusion (e.g. information, advice and guidance or childcare provision)?

7.1 Learning & Skills Council wishes to use ESF Co-financing to add value and bring about innovation. Learning & Skills Council, views all ESF Co-Financed funding as an opportunity for new and existing learners to benefit from innovative solutions to existing barriers to participation.

7.2 Learning & Skills Council interprets 'added value' in this context to mean using funding to:

- Deliver innovative solutions to existing problems;
- Understand all communities better through wider research and networking;
- Improve integration and enhance substantially the role of all people in society and the labour market.

- Deliver activities which enhance mainstream provision

## Question 8: Outcomes

**Identify the outcomes you expect to achieve through your proposal, in terms of measurable targets and/or soft outcomes, such as improved self-esteem and confidence. Outcomes should be clearly linked to the activities strategic aims and CFO activities as detailed in the prospectus.**

### Appraisal Criteria

- Does the proposal clearly illustrate high quality delivery?
- Will the proposal contribute to the achievement of ESF Co-financing targets, local learning targets and/or National Learning Targets, where appropriate?
- What other soft and/or hard outcomes will arise?

8.1 As well as understanding what you intend to deliver and how you intend to deliver it (as identified under previous questions), the Appraisal Panel needs to be clear on the outcomes you expect to achieve through your proposal. You will therefore need to describe your outcomes according to the following (where appropriate):

- Measurable targets as listed in the tender specification (e.g. no of beneficiaries achieving level 2 and/or level 3 NVQ – full title and level – full achievement - by the end of the project);
- Contribution to the achievement of wider strategic outcomes (such as the local targets contained within the Learning & Skills Council Co-Financing and Strategic Plans and National Learning Targets);
- Soft outcomes (e.g. raised self-esteem, increased personal confidence);
- Other benefits (e.g. opportunity to progress onto next stage of learning, increased opportunity to find relevant and suitable employment, ability to put findings of research into action).

## Question 9: Activity Management

**Describe your ability to deliver your proposal, including references to previous experience with the identified target group and capacity to deliver the proposal and manage the overall project where necessary and appropriate. Include brief details of systems you have or will put in place to support and manage the project, including monitoring and evaluation processes.**

### Appraisal Criteria

- Does the proposal clearly illustrate the design and delivery of the project activity, including, where necessary and appropriate, information on supporting systems?
- Does the proposal clearly demonstrate previous experience of working with the target groups and ability to manage a project of the nature described?
- How will the project be monitored and evaluated?

- 9.1 If your proposal is about direct delivery of learning or other forms of direct contact with members of the target groups, describe your level of previous experience of working with them. If it is research-based, please describe your previous experience in dealing with the type of research you wish to undertake.
- 9.2 The Appraisal Panel will need to be reassured of your capacity to manage the overall project proposal. In support, you may wish to include references to the reliability and regularity of your data capture processes.
- 9.3 All proposals should include brief details of how you intend to monitor and evaluate the success of your project, both through the lifetime of the project and at the end.

## **Question 10: Financial Information**

**Please provide a breakdown of the total cost of your proposal\*, highlighting what the funding will pay for. You should profile expected expenditure over the project period. Please summarise activity costs to include training, marketing, childcare, total costs, etc. Costs should be realistic, eligible under ESF guidelines and demonstrate good value for money. They should be clearly linked to activities and aims. Details of any other funding being provided or sought in respect of this application should be included in this section.**

**\*Please note:** Where appropriate please indicate a unit cost per beneficiary for activities to be undertaken.

### **Appraisal Criteria**

- Has the proposal identified realistic beneficiary costs?
  - Is there sufficient funding for support services, such as advice and guidance (where appropriate)?
  - Are the costs proportionate to the project activity?
  - What are the per person/per hour unit costs?
  - Are there any areas in the cost base that raise concern?
  - Is any other funding being levered as a result of this proposal?
  - Is any other funding being provided or sought for this application?
- 10.1 The Appraisal Panel will need to identify how you intend to use the funding and how this funding fits in to the total cost of the project, should this be more than the amount you are requesting from Learning & Skills Council. You should also identify the source of any matched-funding (see Question 12).
  - 10.2 Where appropriate, you should show the unit costs for the delivery of the project, i.e. cost per person or per hour. You should also include, where appropriate:
    - Subsistence, child/dependant care and travel costs;
    - Wage subsidy;
    - Costs for materials and protective clothing;

- Funding calculated in order to provide support services, such as advice and guidance, childcare etc.
- Other appropriate costs.

## **Question 11: Cross-cutting Themes**

**Explain how Equal Opportunities, Sustainability and the use of Information and Communications Technology will apply to and impact upon your proposal, incorporate good practice and how you will ensure they are incorporated appropriately into its delivery.**

### **Appraisal Criteria**

In addition to the specific questions relating to Equal Opportunities:

- Has the applicant an Equal Opportunities (EO) policy in place and how does it apply to the project proposal?
- Does the proposal address the EO themes contained within the Equal Opportunities sub-strategy contained within the Learning & Skills Council, Strategic Plan?
- Does the proposal explain how the project has taken into account the needs of the target group and how this was considered in the design and subsequent delivery of the project?
- Does the proposal confirm that an Equal Opportunities policy and implementation plan is in place that applies to the Organisation and proposed project?
- Does the proposal describe how you will reach all groups by publicity and marketing and explain how Equal Opportunities will feature in the materials designed to promote the project?
- Does the proposal explain how the applicant will ensure that all participants, irrespective of where they start from in terms of personal characteristics and experience, will gain maximum benefit from participation.
- Does the proposal explain how the applicant will assess and address a participant's barriers to employment.
- How does the proposal promote and complement a sustainable future?
- How has the applicant sought to ensure continuity of funding beyond this funding round?
- Has Information and Communications Technology (ICT) been recognised as a learning and supporting medium?
- Does it promote the present and future use of ICT?

11.1 Learning & Skills Council is committed to ensuring the equality of opportunity for all and the Appraisal Panel will want to be reassured that an adequate and appropriate Equal Opportunities policy exists and is implemented throughout all funded activity. As evidence, briefly explain the main elements of your EO policy and how it will be implemented within your project proposal.

11.2 Learning & Skills Council is also keen to promote the concept of sustainability. The Appraisal Panel will need to understand how your proposal will help to promote a sustainable future for members of the target group and the local economy, as well as how you expect the project

to continue after any LSC funding has ceased (i.e. how will it continue to pay for itself?).

11.3 Finally, in the search for innovative solutions to existing barriers to learning and in an effort to widen participation, Learning & Skills Council is keen to see how Information and Communications Technology (ICT) may be used within your project proposal to increase access and facilitate the learning process. If applicable to your proposal, please describe how you intend to use ICT to contribute towards these aims.

#### **Question 12: Bids to other Organisations**

**You should advise us if you have submitted this or similar proposals to other funding organisations, such as another local LSC office and/or co-financing organisation. If so, identify please those organisations and explain whether they, in turn, are aware of your application to Learning and Skills Council.**

#### **Appraisal Criteria**

- Does the proposal explain whether similar applications have been made to other funding organisations (e.g. other local LSC offices and/or co-financing organisations)?
- What cross-border and inter-regional relationships exist?
- Where applicable, have other funding organisations been made aware of this application?

12.1 Learning & Skills Council a national organisation, and as such needs to know if the same or a similar application for development funding has been submitted to any other LSC office to ensure that double-funding does not occur. Likewise, other LSC offices will need to be advised of your application to Learning & Skills Council.

12.2 The above condition applies in relation to the same or similar applications for funding you may have made to other funding organisations, such as Government Office North East, the Employment Service and the Regional Development Agency ONE North East etc.

#### **Question 13: Do you currently hold a contract with Learning and Skills Council,?**

**Please explain whether your organisation currently holds a contract with Learning & Skills Council, , either for core (e.g. work-based learning) or other discretionary activity. If so, please identify the nature of the contract, including timescales, funding and the name of your LSC contact.**

13.1 There are no appraisal criteria attached to this question. The answer should provide factual information that will be useful to the Appraisal Panel when analysing the application and does not require qualitative assessment.

13.2 If this question applies to you, briefly state the nature of the contract(s) your organisation currently holds with Learning & Skills Council, the timescale and level of funding. You should identify your LSC contact.

13.3 If you do not currently have a contract with the Learning & Skills Council, a separate contract capability exercise may need to be undertaken if the application is successful. For example, proposals may have to include/increase capacity building activities.

#### **Question 14: Other Information**

**Please use the space provided to offer any additional information you feel would be of value to the Appraisal Panel during the consideration of your proposal**

14.1 There are no appraisal criteria attached for this question. This is a final opportunity for you to provide any additional information you feel would support your application.

#### **Question 15: Certification**

15.1 Proposal to be signed by a member of the applicant organisation with authority to make the application.

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## **Appraisal Procedure**

### Introduction

All proposals for Learning & Skills Council funding will be appraised using this procedure.

It is our intention that development funding (ESF, LIF and other discretionary funding) will work in harmony to ensure maximum flexibility and targeted strategic focus of Learning & Skills Council, development activity. This procedure sets out the common elements of appraisal for any project proposal.

### Standards in Public Life

The Standards in Public Life Committee has set out **Seven Principles of Public Life**, which it believes should apply to all those who work in the public service. These are:

#### **1 Selflessness**

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

#### **2 Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

### 3 **Objectivity**

In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

### 4 **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

### 5 **Openness**

Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.

### 6 **Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

### 7 **Leadership**

Holders of public office should promote and support these principles by leadership and example.

Learning & Skills Council will appoint people to the appraisal panel following these principles. Membership of the appraisal panel will include practitioners able to supply specialist knowledge of the work. The intention is that this process will implement the strategic priorities set by the Council.

The panel will assess each project proposal to ensure that the strategic objectives (as identified in the Strategic Plan) are supported, and independent observers will be invited to attend the appraisal to endorse openness and transparency of the appraisal process.

Following the appraisal of all applications the findings will be presented to the Management Team of the Learning & Skills Council, a panel of individuals drawn from local strategic networks for external validation of the process.

### Approval: Characteristics of a Successful Proposal

Proposals will be assessed through each stage. Our experience in managing previous funding rounds has highlighted that to produce successful proposals, you should:

- **Respond carefully to the prospectus and application form, and check that you have followed the instructions and guidance given.** This includes presenting the proposal in the space provided on the application

form and not extending or changing the form in any way; submitting the proposal within the deadline; responding to the questions on the application form and suggestions provided in the bidding guidance.

- **Offer clear and focused targeting.** This means targeting particular groups of people (not just the 'socially excluded' or the 'disadvantaged', which are too broad to claim any real targeting at all); giving a clear explanation as to why you are working with that group; demonstrating how you will reach and engage that group; showing that you know something about the needs of the group; giving a likely number of potential participants from the group.
- **Differentiate between aims and objectives.** Aims suggest the purpose of the project, whilst the objectives illustrate what will be done to achieve the aims. Proposals that have a strong purpose and shape that have been grounded in a thorough needs analysis are more likely to be successful.
- **Clearly indicate who you were going to work with, what you would do, how and over what timescale.** If a proposal is not clear in the definition of these then it is difficult for the Appraisal Panel to understand what you want to do. Projects need to be clearly described as good ideas capable of being implemented with interesting results.
- **Clearly indicate the outcomes of the project** – what participants would achieve by taking part.
- **Clearly show the contribution of each project partner** – it is not enough just to list names. You should think through how you will work with your partners and other relevant networks.
- **Provide information on how the project will be monitored and evaluated.** Good practice of monitoring and evaluation should involve the impact of the project on the organisation, the partnership and the wider community, as well as on the individual participants. Successful proposals will, among other things, have clear aims and objectives that can be easily evaluated; describe how and when monitoring and evaluation will take place; and involve learners, providers and partners in the process.
- **Show how some or all of the project could be sustained once the funding ends.** Given the constraints of the budget itself, it is unlikely that Learning & Skills Council, will be able to offer development funding over a longer term than one year. Proposals will therefore need to include an exit strategy that might include working in partnership with more mainstream providers; exploring a number of other funding opportunities; suggesting that strands of work might be taken forward by different partners; disseminating the outcomes and lessons learned from the project.

Learning & Skills Council hopes that in providing this information you will be able to create a successful proposal. If any aspects of the guidance are unclear, you should seek advice by phone or email using the appropriate number or address given below. It is also a good idea to arrange for a third party to read through the application before submission – this will help to develop the clarity of the proposal ensuring that all questions have been answered, check the details and pick up any typographical errors.

Requests for further copies of this guidance document, Co-financing Bidding Prospectus, proposal form or any other relevant documents should be made to

Karen Price – Telephone 0191 492 6357. Email: [Karen.Price@lsc.gov.uk](mailto:Karen.Price@lsc.gov.uk)

Karen Kean – Telephone 0191 492 6342. Email: [Karen.Kean@lsc.gov.uk](mailto:Karen.Kean@lsc.gov.uk)

Unsuccessful proposals will receive feedback on areas in need of improvement and suggest possible means of addressing them.

Successful proposals will receive a letter of confirmation and contract negotiations will begin.