



Leading learning and skills

12th December 2006

LEARNING AND SKILLS COUNCIL: CONTRACT FOR BIRMINGHAM FLOOR TARGET ACTION PLAN

- 1 Your organisation, along with others, is invited to apply for grant funding for the services specified in appendix 1 below.

RETURN OF PROPOSAL

2. Your proposal must be returned to reach this office by **13:00 on 5th January 2007** and must be addressed to.

HELEN KELLY-RICHARDS

Learning and Skills Council
West Midlands Region
NTI Building
15 Bartholomew Row
Birmingham
B5 5JU

3. Please note, you are advised that the envelope containing the proposal should give no indication of the identity of your organisation, e.g. franking logos and courier tags.

CONTRACT AWARD

4. Proposers will be notified the outcome of their proposal by letter sent on or before **15th January 2007**.

BASIS OF CONTRACT

5. The proposal at appendix 1, will form the basis of the contract between the successful proposer(s) and the Learning and Skills Council.
6. I must point out that offering an inducement of any kind in relation to obtaining this or any other contract with the Council will disqualify your proposal from being considered and may constitute a criminal offence.
7. The Learning and Skills Council does not undertake to accept the lowest or any proposal and reserves the right to accept the whole or any part of the proposal. The Learning and Skills Council will be under no obligation to any person in the absence of a signed written contract.

PURCHASING STRATEGY

8. The Learning and Skills Council's purchasing strategy is in accordance with the statement of good practice set out in the Governments White Paper "Setting New Standards". This is designed to promote fair competition and constructive co-operation between customers and suppliers, which the Council fully supports

CONTACT FOR QUESTIONS

9. Any questions related to the proposal or the conditions associated with it should be sent to me at the following address.

DAWN MCCRACKEN
Learning and Skills Council
West Midlands Region
NTI Building
15 Bartholomew Row
Birmingham
B5 5JU

APPENDIX 1

PROPOSERS CHARACTER

- 1 The LSC requires all Proposers to make full and frank disclosure to the Council in the form of a signed undertaking in respect of any or all of the following:
 - a) any state of bankruptcy, insolvency, compulsory winding up, administration, receivership composition with creditors or any analogue state of relevant proceedings;
 - b) any convictions for a criminal offence committed by the proposer (or being a company, by its officers or any representative of the company);
 - c) any acts of grave misconduct committed by the proposer (or being a company, by its officers or any representative of the company) in the course of their business or profession/the company's business;
 - d) any failure by the proposer (or being a company, by its officers or any representative of the company) to fulfil their obligations relating to payment of Social Security contributions;
 - e) any failure by the proposer (or being a company, by its officers or any representative of the company) to fulfil their obligations relating to payment of taxes;
 - f) any serious misrepresentation by the proposer (or being a company, by its officers or any representative of the company) in supplying information requested by the Department in this invitation to tender.

PROPOSAL DETAILS

- 2 In addition to your proposals, the details that we require from you in the proposal are:
 - a) Your qualifications for undertaking this type of work;
 - b) the names and addresses of previous clients for whom you have provided a similar service. A separate authority to approach them in order that we may take up references should accompany your proposal;
 - c) names, qualifications and experience of the staff you propose to use to handle the work;
 - d) confirmation that you accept the standard terms and conditions of purchase which are attached as Appendix 1 as the basis for any future contract;
 - e) copies of your last audited annual reports; (and any other details you may require);
 - f) your signed statement:

"I/we have not communicated to any other party the amount or appropriate amount of the proposal price other than in confidence and for the express purpose of obtaining insurances or a bond in conjunction with this proposal. The proposal price has not been fixed nor adjusted in collusion with any third party."

BIRMINGHAM FLOOR TARGET ACTION PLAN

PROPOSAL TO APPLY FOR GRANT FUNDING

BACKGROUND

For a generation levels of worklessness in Birmingham have been above average. In the 1970s and 1980s growth in other sectors failed to keep pace with the loss of jobs in manufacturing. Unemployment rose substantially, particularly affecting those with few or out-of-date skills and people from black and minority ethnic communities and other disadvantaged groups.

But Birmingham is turning the corner. Overall levels of employment are forecast to grow over the next ten years. The city's schools and colleges have raised levels of academic achievement significantly. School leavers are better qualified than they have ever been – including many students from Birmingham's growing black and minority ethnic population. Adult learning and training are raising levels of qualifications generally.

For Birmingham, tackling worklessness is a key part of the wider regeneration of the economy of the city and surrounding areas. Unless sufficient people with the relevant skills are available to take up job opportunities, the growth of the local economy will be limited – affecting the prosperity of the whole of Birmingham, not just those out of work. Helping people to acquire the skills to get and retain jobs is vital for the long-term future of Birmingham as well as for the workless themselves.

The problem of worklessness has been changing. The registered unemployed are now a minority of those out of work: much larger numbers are not working because of health or other problems. The Government's Green Paper *A new deal for welfare* has recently proposed significant changes to help people with health problems, lone parents and older workers get back to work. Our work in producing this Floor Target Action Plan fully recognises this shift to the wider issues of worklessness.

Birmingham has been at the forefront of some of the innovations that will need development in order to deliver this agenda. Innovative work ahead of the opening of the Bullring shopping centre in 2003 meant nearly half the jobs went to previously unemployed people. A co-ordinated response to the collapse of MG Rover has placed nearly 80 per cent of former employees back in work, many with new skills developed through retraining programmes. We have built collaborative networks of voluntary and community organisations which have created pathways to work for the most disadvantaged groups and communities.

Refocusing mainstream services to provide an integrated approach to employment and skills is at the heart of our approach: it is a major innovation proposed by Birmingham's recently agreed Local Area Agreement. Production of this Floor Target Action Plan has enabled us to develop our detailed thinking about this approach; we have also identified potential improvements to the ways we work with employers and reach out, through community and voluntary organisations, to priority groups and areas.

Better partnership working will be essential. Not only do public sector agencies need to improve the way their services work together, closer engagement with employers is necessary if people out of work are to gain access to jobs and employers are to raise the skills and productivity of their workforces.

AIM

What is working – and what needs to change?

There has been a wide range of innovative and successful practice in Birmingham, often involving joint working by principal agencies and strong links with voluntary and community organisations which are working with disadvantaged groups and communities. But this work does not appear to have produced sufficient improvement in employment rates. We need to make more radical changes.

We have looked at the whole pathway to employment – from engaging those furthest from the labour market to post employment training and support - and identified the potential for significant change to mainstream services. A more integrated approach to employment and skills is needed, building on our experience with the Bullring and MG Rover. At its heart would be an assessment of an individual's skills and support needs. To meet these needs, we need to refocus mainstream provision and to improve incentives. Our approach to client engagement needs to be better co-ordinated in the most disadvantaged parts of the city. Our work with employers needs to broaden the opportunities available to the workless.

We will therefore take an integrated approach to employment and skills that builds on existing activity and best practice. This means that we will look for those partners who can demonstrate a thorough knowledge of the existing learning and employment infrastructure, the local communities and have a history of effective partnership working to the benefit of disadvantaged groups.

We are less likely to want to work with organisations who have little history of working in partnership locally or those who have limited experience of referral to others within the local landscape

We will want to see demonstrable expertise in elements of the employment pathway with an understanding of how these elements could work better for disadvantaged groups:

- OUTREACH
- IAG
- SKILLS ASSESSMENT
- SOLUTIONS BROKERAGE
- INDIVIDUAL SUPPORT
- SKILLS DEVELOPMENT
- EMPLOYABILITY DEVELOPMENT
- RECRUITMENT SUPPORT
- RETENTION SUPPORT

SCOPE

Target Groups

All individuals supported through this activity should be those currently “workless”. This is defined as not being employed, self employed or in receipt of a State Pension.

We are particularly interested in working with partner groups who work with the following:

- THOSE IDENTIFIED AS FACING DISADVANTAGE
- LONE PARENTS
- ETHNIC MINORITIES
- PEOPLE AGED 50 AND OVER
- THOSE WITH LOWEST QUALIFICATIONS

Lone parents

Figure 1.4 shows that the employment rate for lone parents in Birmingham has increased from 35.5 per cent to 41.3 per cent over the last four years. There have been much smaller changes nationally or in other NRF authorities, so the gap between Birmingham and the average has been closing – though even in 2004, the gap between Birmingham and the national average was close to 9 per cent. The gap between the employment rate for lone parents and the overall employment rate is now similar for Birmingham and England (around 25-26 per cent).

Figure 1.4 Employment rates for lone parents 2001-2004

	Birmingham	NRF authorities	England	Difference between Birmingham/ & NRF Authorities	Difference between Birmingham & England
2001	35.5%	42.9%	49.0%	-7.4	-13.5
2002	38.5%	42.0%	49.2%	-3.5	-10.7
2003	38.7%	42.7%	49.0%	-4	-10.3
2004	41.3%	44.7%	50.2%	-3.4	-8.9

Source: NRU/ONS

The gap in Birmingham between the average employment rate and the employment rate for lone parents has fallen from 29.1 per cent in 2001 to 25.6 per cent in 2002. But there has been comparatively little change in the gap since 2002, suggesting that lone parents' employment has been increasing broadly in line with other groups.

Ethnic minorities

Figure 1.5 suggests that employment rates for ethnic minorities in Birmingham increased more rapidly than nationally up to 2003. Though the rate fell back in 2004, there has been overall improvement since 2001. The gap between the national employment rate and the employment rate of ethnic minorities nationally has also narrowed during this period, and the size of the gap in Birmingham is similar to the national position.

Figure 1.5 Employment rates for ethnic minorities 2001-2004

	Birmingham	NRF authorities	England	Difference between Birmingham/ & NRF Authorities	Difference between Birmingham & England
2001	45.3%	52.7%	57.0%	-7.4	-11.7
2002	48.5%	53.0%	57.4%	-4.5	-8.9
2003	50.9%	54.2%	58.1%	-3.3	-7.2

2004	50.1%	54.1%	58.9%	-4	-8.8
-------------	-------	-------	-------	----	------

Source: NRU/ONS

The gap between the employment rate for ethnic minorities in Birmingham and the city average fell from 19.1 per cent in 2001 to 13.9 per cent in 2003, but rose to 17.0 per cent in 2004. Overall there seems to have been a small relative narrowing of the gap in Birmingham for employment rates for ethnic minorities. Differences for different ethnic minority communities are discussed in the next chapter.

Older workers

Figure 1.6 suggests there was little relative change between 2001 and 2004 in the employment rates for older workers in Birmingham compared to the national average, though the difference with other NRF authorities may have narrowed slightly.

Figure 1.6 Employment rates for older workers (aged 50 and over) 2001-2004

	Birmingham	NRF authorities	England	Difference between Birmingham/ & NRF Authorities	Difference between Birmingham & England
2001	48.7%	46.9%	52.9%	1.8	-4.2
2002	49.2%	47.3%	53.2%	1.9	-4
2003	48.8%	48.9%	54.0%	-0.1	-5.2
2004	50.1%	49.5%	54.6%	0.6	-4.5

Source: NRU/ONS

The difference between the Birmingham average and the employment rate of older workers in the city also shows little change over the period, remaining around 15-17 per cent. Nationally the difference between the employment rate for older workers and the average fell over this period, but at 20 per cent in 2004 the gap is larger nationally than in Birmingham.

Those with low qualifications

Figure 1.7 shows that the employment rate for those in Birmingham with low qualifications appears to have reduced while nationally it has stayed relatively unchanged.

Figure 1.7 Employment rates for those with low qualifications 2001-2004

	Birmingham	NRF authorities	England	Difference between	Difference between
--	-------------------	------------------------	----------------	---------------------------	---------------------------

				Birmingham/ & NRF Authorities	Birmingham & England
2001	40.7%	43.9%	52.0%	-3.2	-11.3
2002	37.9%	42.2%	50.6%	-4.3	-12.7
2003	36.6%	42.1%	50.1%	-5.5	-13.5
2004	38.4%	42.8%	50.1%	-4.4	-11.7

Source: NRU/ONS

Comparison of the city average with the employment rate of those in the city with low **qualifications shows the gap increasing from 23.7 per cent in 2001 to 28.7 per cent in 2004**, suggesting that the relative position of those with few or low qualifications has been deteriorating. Nationally, the gap between the employment rate for low qualifications and the average has been smaller than the gap in Birmingham throughout the period, suggesting that the labour market position of those with low qualifications may be worse in Birmingham than nationally.

Current labour market

It is estimated that about 90,000 jobs become available each year in Birmingham. Jobcentre Plus handles 40-60 per cent of these vacancies, depending on the sector.

However, analysis of occupational categories of vacancies and job seekers' aims by Jobcentre Plus suggests there may be a degree of mismatch between jobs offered and jobs sought (Figure 2.6). For example, during July-September 2005, no manufacturing or factory occupations appear in the top 10 categories of *Vacancies Notified* but Labourers in Process and Plant Operations, Packers and Fillers, and Assembler and Routine Operations are among the top 10 categories of *Occupations Sought*. At the other extreme, over 5,700 vacancies in retail were notified but the number of people on Job Seekers Allowance looking for this type of work was only 3,600.

Figure 2.6 Top 10 Vacancies Notified/Top 10 Occupation Sought by JSA Claimants - July 2005 to September 2005

	Jobs notified	Number s	Occupations Sought	Number s
1	Sales and retail assistants	5720	Sales retail assistants	3670
2	Cleaners and domestics	4220	Goods handling and storage occupations	2920
3	General office assistants and clerks	3370	General office assistants and clerks	2550
4	Goods Handling and Storage	2790	Labourers process and plant occupations	1940
5	Care assistants and home carers	2590	Packers fillers	1920
6	Postal workers couriers messengers	2350	Van drivers	1700
7	Security guards and	2290	Labourers Building and	1010

	related Occupations		Woodworking trades	
8	Kitchen and Catering Staff	2230	Fork lift truck drivers	950
9	Telephone Sales	2050	Cleaners and domestics	930
10	Sales and Representatives	1970	Assemblers and routine operations	780
	Totals	32190		18370

Source: Jobcentre Plus

These figures take no account of the skills or experience required by the employer: evidence from employers is that the skill levels of those looking for work are low and many have insufficient experience in the work they are looking for.

DESCRIPTION

Worklessness in Birmingham: Key Local Features

Worklessness can be defined in different ways. It is a broader concept than traditional measures of unemployment: it also includes those who are not in employment and are not at present actively seeking work. For the purposes of this Plan we have focused on the data available about those claiming one of three main "worklessness benefits": Job Seekers Allowance, Incapacity Benefit and Severe Disablement Allowance, and Income Support. We have supplemented this where appropriate with information from the 2001 Census – whilst now out of date, this can provide useful information about aspects of worklessness.

Most recent data, (2005), shows roughly 130,000 people in Birmingham claiming these worklessness benefits – 22.3 per cent of the working age population. **This proportion is two-thirds higher than the national figure of 13.4 per cent.** The largest group is claimants of Incapacity Benefit, which account for three in seven of all those on worklessness benefits in Birmingham, while claimants of Job Seekers Allowance make up just under a quarter of the total (Figure 2.7).

Variations by area

Worklessness in Birmingham is much higher in some parts of the city than in others. Over the past few years, many public sector interventions have concentrated on wards with above average rates of unemployment or of worklessness. Broadly speaking, these are wards where the proportion of the working age population claiming one of the three main worklessness benefits is roughly a third above the city average. Eleven wards were identified using this approach, which have been used by the Department for Work and Pensions and Jobcentre Plus to target extra resources and for national monitoring of the PSA 4 Floor Target. These wards have also been identified as the priority wards for targets for worklessness, employment and enterprise in the city's Local Area Agreement. This specification is concerned with most of the geography covered by the first nine wards on that list – due to ward boundary changes the list varies slightly.

Figure 2.8 Distribution of high worklessness SOAs by ward

Ward	Priority SOAs (No)	SOAs 2x City Rate (no)	SOAs 1.33x City Rate (no)	Total SOAs in Ward	% WAP** in priority SOAs
*Sparkbrook	17	4	13	19	87.2
*Washwood Heath	15	2	13	18	82.6
*Soho	13	1	12	17	76.0
*Kingstanding	12	1	11	17	70.1
*Nechells	11	1	10	15	66.6
*Aston	10	3	7	18	77.7
*Handsworth	10		10	17	57.8
*Shard End	8		8	15	51.2
*Ladywood	8	1	7	16	48.5

Source: Source: DWP/BEIC/NOMIS

Note: Data only available for pre-June 2004 wards

*Priority Wards

** WAP= working age population.

The wards covered by this specification are therefore:

- SPARKBROOK
- WASHWOOD HEATH
- LOZELLS AND EAST HANDSWORTH
- NECHELLS
- ASTON
- SHARD END
- LADYWOOD
- SOHO
- KINGSTANDING

Integrated approach to employment and skills

This specification is offered alongside others that aim to tackle the same issues in a collaborative way:

Fair Cities Objective 3 Co-financing ESF

LSC Objective 3 Co-Financing ESF

In order to achieve alignment of activity increased weighting will be given to those organisations successful in a proposal to Fair Cities ESF to deliver pre-employment training support.

This specification also aligns with the strategy for City Regions.

Support to Learning

This specification is aimed at supporting the needs of those learners identified from the priority wards for targets for worklessness, employment and enterprise in the city's Local Area Agreement. The specification is concerned with most of the geography covered by the first nine wards on that list – due to ward boundary changes the list varies slightly.

Learner support in the terms of this specification means implementing a support strategy in order to tailor training opportunities to both the needs of the individual and the needs of the employer. In developing this training support between the two sets of needs it is expected that people will make a successful transition into sustainable employment. It will not be enough to meet only one set of needs – both must be identified and accommodated.

There are other organisations operating in the target areas whose work will support this specification and it is hoped that each successful Proposer will make effective links to these organisations. Such support may be through the delivery of Information, Advice and Guidance services, mainstream training services, non-training support services (eg health, housing, offending behaviour).

Learning support tailored to the needs of individuals

The learning support activity will be to work with clients on a one to one basis to assess their skills, beyond the level of qualifications, in terms of work and life experiences.

Clients will be provided with a Skills Assessment plan that will clearly articulate the skills they possess and what gaps will require addressing to ensure they are able secure employment.

Assessment will cover the following as a minimum:

- Career ambitions (referenced against the local economy)
- Current vocational skills levels appropriate to the career ambition
- Current core skills levels
- Non-training related development needs (eg mental ill health, confidence levels, personal presentation,
- Personal barriers other than those to do with development needs (eg childcare, transport, personal circumstances etc)

An Individual Career Plan will be developed with the individual which will clearly indicate:

- What further investigations they need to carry out in relation to their career choice (if any)
- What Core Skills they should develop
- What vocational skills they should develop
- What non-training support they should access
- What additional steps they should take to find work

The organisation will develop the individual's ability to find work through Employability support, which will entail:

- Jobsearch skills (finding vacancies, application forms, CVs, interviews)
- Personal presentation
- Mentoring and other support through a range of personal issues (eg debt advice)
- Skills development training support
- Training support customised to the needs of employers
- Training support customised to the needs of particular vacancies
- Referral to other support services as appropriate

The organisation will make every effort to link into any other professionals with whom the individual is working (eg Drugs Action Team, health professionals etc) and will certainly work closely with Jobcentre Plus to ensure that all help available is offered, and all mandatory programmes are discussed (New Deal, Employment Zone) where applicable.

A relationship will then be maintained with the client until they have made a successful transition into work.

All individuals must be assessed to identify Skills for Life needs. Where needs are identified the Contracting Organisation must offer guidance and signposting to organisations already delivering Skills for Life support. Funding in this specification does not include Skills for Life activity as this is already funded by mainstream programmes.

Learning support tailored to the needs of employers

Employers will be identified who have immediate or upcoming vacancies who are prepared to work with the successful Proposer to recruit from the target client groups in the target wards.

Vacancies will be analysed in terms of the skills and personal qualities needed to undertake the role and this analysis will be developed into a learner support programme, tailored to the needs of that employer.

Clients will be fully supported to undertake training on learner support programmes. An individual client plan will be drawn up which will identify any personal barriers, such as travel or childcare issues and offer support, financial or otherwise to ensure they are addressed. Learning support offers will be aligned to a client's benefit entitlements to enhance their ability to remain on and complete the training identified.

Proposers should set out in detail what training and support inputs they can cover internally and which they will source through partnership with other organisations. Partners should be listed in the tender along with the expertise or services they bring, and a reference to the nature of the partnership.

Sourcing Employers and Clients

Each successful Proposer will be responsible for the success of their own provision but sourcing of individuals and employers will be supported by others working in the areas through programmes funded by Floor Target Action Plan partners. These will be made known to successful Proposers prior to contracts becoming operational.

Employers will also be identified by sector intermediaries who will source employers on both a sector and a geographical basis:

ORGANISATION	SECTOR	GEOGRAPHY
Eastside City Jobs	Retail, Hospitality	Eastside
NorthWest City Jobs	All	Northwest of Birmingham
Building Health Hub	Health and care, construction of health and care related premises	All
Construction Employment Alliance	Construction	All
Public Service Compact	Public Service	All
Birmingham Professional DiverCity	Business and professional Services	All

Successful Proposers will be expected to develop positive working arrangements with these organisations and to respond to any calls for support for recruitment for their linked employers.

It is also expected that where vacancies are being supported in these sectors the successful Proposers will alert the relevant organisation to their activity should the employer have been sourced directly.

REQUIREMENTS

Funding and Outcomes

Funding is available for this activity for the period January 2007 to March 2007 with additional funding from April 2007 to June 2007. This is intended to reflect the additional costs involved in project start-up.

It is expected that 300 people will be supported into work through this activity in a variety of sectors. Proposers should be clear about how many people they will engage to achieve the levels of employment expected.

Proposers should be clear about which sectors they will target and any current employers they are supporting with recruitment.

Funding will be made available to cover staff and premises costs although capital items are excluded. Additional costs to overcome personal barriers for individuals should also be included in the tender. This could include reimbursement of costs such as travel, childcare, dependant care, equipment relevant to the vacancy being targeted, purchase of specialist support from external agencies.

Proposers should be clear about the costs for which funding is sought in order to establish value for money.

Funding and outcome profiles should accompany proposals and should cover the period January 2007 to March 2007 and April 2007 to June 2007seperately.

Risk Management

Proposers should identify the main risks involved with the delivery of this project and clearly show how they will mitigate these risks.

Performance Management

Successful Proposers will be required to report monthly on performance against these headings:

STARTS	Number of people engaged by the project
TRAINING SUPPORT	Number of people offered training support through the activity, type of training offered
OTHER SUPPORT	Number of people offered support other than training, type of support offered
EMPLOYED	Number of people finding full and part time work through the activity
EMPLOYERS	Number of employers engaged through the activity
VACANCIES	Number of vacancies with which the activity is working
EXEMPLARS	Detailed employer or individual case studies showing how the activity is working

Payment

A payment schedule will be agreed with the organisation based on the actual costs of delivering the activity. Proposers should submit a funding schedule for this activity which will form the basis of discussion with successful Proposers on how and when payments will be made, against what evidence and to what limits.

Evaluation

The Proposer should supply an outline evaluation plan showing what will be evaluated and how, this must align with monthly reports on activity. The Proposer will comply with any external evaluation the Core Implementation Team of the Floor target Action Plan.

Action Plan

Proposers should supply an outline Project plan showing when activity will take place, levels of engagement and milestones to be achieved.

BASIS OF CONTRACT

The contract will be let by the LSC, as a grant for training support. Funding will be made through monthly invoices to an agreed profile. The funding source is Neighbourhood Renewal Fund, further guidance of which can be found at:

<http://www.neighbourhood.gov.uk/publications.asp?did=297>

Contracts will run between January 2007 and June 2007, although it may be possible to agree extensions to that end date if a compelling argument is made (such as a large scale recruitment drive by a local employer).

SUGGESTED TENDER HEADINGS

Whilst not wishing to be proscriptive, Proposers are advised that the following headings may be used when submitting proposals:

CONTACT DETAILS	with a named contact, telephone and email details, address
BACKGROUND	some information about the organisation, its history of similar activity, its particular strengths and expertise. Quality marks held by the organisation – in particular the Matrix standard.
GEOGRAPHY	this activity is very targeted on the wards mentioned. Any history the proposer has within these wards, especially any sites it (or its partners) operates within the wards will support the proposal.
CLIENT GROUPS	any experience the proposer has in working with the target groups mentioned.
EMPLOYERS	any experience the proposer has in working with employers on recruitment, what sectors or geographic areas.
TRAINING	history of delivering training, what type of training, what levels of training, involvement in assessment, involvement in skills for life assessment.

OTHER SUPPORT	any skills, experience or expertise the proposer has in offering support other than training (housing advice, debt advice, counselling etc).
PARTNERSHIP	if any aspect of the activity is to be delivered by another organisation it should be clear what agreements are in place, which organisations are involved and if they have any similar background, quality standards etc
PROPOSED ACTIVITY	an outline of the activity it is expected that the organisation will deliver.
OUTCOMES	clear target numbers of people to be engaged, employers to be engaged and number of people helped into employment. Whilst this activity is employment focussed an indication of any alternative outcomes might be helpful.
FUNDING	an outline of costs, detailed enough for appraisers to determine value for money. A funding profile showing how the funds would “flow” through the year. It is important to note the financial year limits and make clear how funding will be divided across the years.
ACTION PLAN	a chart showing timelines, throughput, outcomes, milestones.
EVALUATION	an outline plan showing how the organisation will evaluate the activity.
RISK MANAGEMENT	a table showing the main risks the organisation has considered and how those risks will be mitigated.