

April 2002- Standard



**SCOTTISH EXECUTIVE
FINANCE AND CENTRAL SERVICES DEPARTMENT
EUROPEAN SOCIAL FUND
GRANT APPLICATION FORM**

APPLICANTS MUST REFER TO THE GUIDANCE NOTES BEFORE COMPLETING THIS FORM

Project Reference
WS/ESF/01/113/0042

Applicants should be aware that, if and when this, or any subsequently modified application, is approved the approved application form will become the first financial control document and will form the basis of any future monitoring or financial control inspection. For that reason, it is important that each section of the form is completed as accurately and clearly as possible and signed by your organisation's nominated, authorised signatory for ESF purposes.

SECTION 1 - ORGANISATION/PROJECT DETAILS

- 1.1 Programme
1.2 Priority
1.3 Measure
1.4 Project Title
1.5 Project Type
1.6 Organisation Type
1.7 Legal Status
if Other, please specify

Western Scotland Objective 2 2000-2006 Programme
Priority 1: Develop the competitiveness and innovation of the regions SME's
Measure 1.3: Develop a competitive workforce
Leadership for Change
Vocational Training / Pre Vocational Training
Voluntary Organisation
Charitable Company Limited by Guarantee

- 1.8 New Applicants
Are you a new applicant?

☒ Yes ☐ No

If Yes, are Articles and Memos attached?

☒ Yes ☐ No

- 1.9 Coverage

More than one Local Authority area

- 1.10 Estimated % of Beneficiaries from Designated Areas (for specific Measures in Objective 3 only, see Guidance Notes)

	Objective 2-East	Objective 2-South	Objective 2-West	TOTAL
Objective 2 areas				
Transitional areas				
Non-designated areas				
TOTAL				

- 1.11 Do you wish this project to be considered for multi-annual approval?

☐ Yes ☒ No

- 1.12 Financial Summary

	2002	2003	2004	2005	2006	TOTAL
Total New Beneficiaries	30					30
Total New Companies	50					50
Total Hours	1,710	4,410				6,120
Total Cost of Project (£)	21,345	35,467				56,812
Unit Cost (£)	117	185				174
Revenue (£)	1,500					1,500
Net Match (£)						
Total Eligible Cost (£)	21,345	35,467				56,812
Private Match (£)						
Public Match (£)	12,075	27,004				39,079
ESF Grant Requested (£)	9,830	10,258				20,088
% Rate of Grant Requested						45.00%

- 1.13 Applicant Organisation

Organisation Name	Scottish Council for Voluntary Organisations
Address	3rd Floor Centrum Building 38 Queen Street, Glasgow
Postcode	G1 3DX
Person to Contact	[REDACTED]
Position	[REDACTED]
Telephone	[REDACTED]
Fax Number	[REDACTED]
Email Address	[REDACTED]

- 1.14 Bank Account to which payment should be made

Account Number	[REDACTED]
Bank Sort Code	[REDACTED]
Name of Bank	[REDACTED]
Address	[REDACTED]
Postcode	[REDACTED]

- 1.15 Project Timescale

Start Date	01-Oct-2002
Completion Date	31-Dec-2003

ORIGINAL

SECTION 2 - PROJECT ELIGIBILITY

Applicants should note that any additional reports or annexes provided are at their discretion and may be considered during appraisal process but will not be scored.

2.1 Project Summary

Describe why the project is being carried out, what is being done and what are the forecast outcomes. Your answer should be sufficiently concise to be read as a stand-alone summary of the key aspects of the project as described in the detailed project description. Clear, plain English and the use of headings and paragraphs to emphasise the key features is advised.
(3250 characters)

RATIONALE

The Leadership for Change pilot project is being carried out in response to consultation & research findings into limited existing services for professional development of senior managers of social economy organisations. (Learning at the Top, Mar 01 & Campaign for Leadership survey, Industrial Society, Feb 02). The identified, largely unmet need for continuous skills development (Skills Matter: VSNT0, 2000) is particularly evident in organisations working with deprived communities & those targeting excluded groups

During the project development phase (Sep 01-Mar 02) SCVO established a Leadership Advisory Group to fine-tune the purpose/scope of this pilot & explored through consultation events & surveys, the precise leadership development needs of the social economy. A need & wide interest for leadership development were identified. The project will enable managers & organisations to lead change more effectively & to implement innovative strategies for continued growth and sustainability

PROJECT PARTNERS

SCVO, Scottish Enterprise Dunbartonshire (SED), Glasgow (SEG), Lanarkshire (SEL), Renfrewshire (SER) and Scottish Enterprise National (SE), North & South Lanarkshire Councils, Leadership Trust, Scottish Leadership Foundation, Leaders at Work, SENSCOT.

Councils for Voluntary Service (CVS), (local voluntary umbrella organisations) & Social Inclusion Partnerships (SIP) will also provide support to the project. This cross-sectoral experience/expertise has informed/added value to the design & delivery of the project

TARGETING & ACTIVITIES

The project will deliver leadership training, networking, information & skills development for 30 managers of organisations working with excluded communities/groups, located in the SED, SEG, SEL & SER areas.

It will deliver accredited & non-accredited training in a seamless & comprehensive package. Completion of training will allow beneficiaries to acquire a Managing People NEBSM certificate (Leveraging Leadership) fully complemented by further sessions in leadership, access to new & existing leadership networks & mentoring databases, which allow cross-sectoral interaction & learning. The project will promote a culture of lifelong learning in social economy organisations to increase confidence & competitiveness & in turn, impact on local disadvantage and exclusion.

Beneficiaries will be from eligible LEC areas, in accordance with an agreed and transparent selection process, and those organisations targeting priority groups e.g. Black Minority Ethnic communities, women, (33% of beneficiaries/organisations will be from SIP areas).

OUTPUTS

Individual learning assessments, Personal/organisational action plans, NEBSM certificate, Graduation conference, Evaluation report

OUTCOMES/ IMPACTS

Beneficiaries will develop knowledge/skills to enable them to

Broaden, apply & cascade their vision of and skills re-leadership & entrepreneurship

Enhanced confidence & strategic capacity to lead organisational competitiveness, effective change & innovative strategies for growth & sustainability

Greater appreciation of other sector cultures, sharing best practice, new approaches to sustainability & allow for cumulative learning & avoidance of resource duplication.

Detail how the project meets the strategic aims of the Programme. (3250 characters)

This project assists the fulfilment of the strategic aim of the Programme.

GROWTH SECTOR

The project strengthens capacity of a growth sector by aiming to develop & ensure the sustainability & relevance of social economy organisations through leadership training. The opportunities are targeted at voluntary sector managers/ leaders, who can impact on the growth/sustainability of the social economy in the area. It is based on the formation & ongoing development of new networks commitment to innovation & development of new forms of leadership.

ERDF LINK

The Project will complement ERDF primarily through the Key Fund programme, e.g.

- Dunbartonshire & Lanarkshire, social economy organisations receiving Key Fund grants will have leadership training to encourage effective use of grants to further develop their organisations.
- specific support for leaders in West Dunbartonshire who are accessing support through the Social Enterprise programme.
- In Lanarkshire the Community Economic Regeneration team (Key Fund), priority is given to community capacity building & development of the social economy.
- Ayrshire Management Centre, delivering the accredited element of the programme received finance from ERDF in 1994-96 Programme.

STRATEGIC OBJECTIVES

The project contributes to the 4 strategic objectives by:

- contributing to the "innovative capacity & competitiveness" of the region through the implementation of a skills development programme aiming to improve the sustainability & growth of organisations within the sector
- promoting "greater economic & social cohesion" by building the capacity of organisations that provide necessary service to some of the most excluded communities/individuals. There are 22 SIPs in the project area. Increasing capacity/sustainability across the sector will help reduce barriers, which perpetuate exclusion & ensure access to opportunities for individuals/organisations in areas of greatest need
- assisting in the "protection & the enhancement of the environment" -focus on the sustainability of project resources will result in continued learning & cascading of knowledge beyond the life of the project. The project will expose social economy managers to a leadership network that will continuously update & raise awareness on, among other issues sustainable use of resources.
- contributing to the "promotion of equal opps" by addressing/reducing disparities relating to gender, ethnicity & ability.

KEY PRINCIPLES

Meets the 5 key principles:

Partnership - commitment to a cross-sectoral partnership approach from design to delivery & evaluation
Integration—complementing & adding value to the wider policy & operational framework within the region. It fits particularly with the national Social Justice Agenda, & Scottish Enterprise Social Justice Action Plan

Targeting—areas of greatest need to maximise access to opportunity & reduce barriers to learning

Innovation— draws on learning from previous projects & other sectors, & seeks to pilot these in bespoke

Quality— through monitoring/evaluation. There is accreditation. It will use & raise awareness of quality tools such as NIP, SCVO Big Picture, EFQM Excellence Model

Does this project complement a recognised area strategy? (1625 characters)

Social economy organisations share commitment to local area strategies. The project will complement local strategies for support to the social economy & boost the capacity of managers/organisations to engage constructively with key partners and to implement innovative strategies for sustainable growth. The project complements these strategies:

SCOTTISH ENTERPRISE STRATEGY

It links with SE strategy, "Greater entrepreneurial dynamism & creativity" theme (under Scottish Executive "Smart Successful Scotland") which provides social economy "organisations with a degree of commercial development" with quality business advice. It fits current plans for social economy market segmentation & links with the "Social Justice Action Plan" as key workforce development client group.

SER, SED, SEL & SEG STRATEGIES

LECs have ensured complementarity with their collective & respective local enterprise strategies.

Project links with:

- West Dunbartonshire (WD) SIP Strategy to support the social economy
- WD Community Learning Plans & WD Community Plan
- Lanarkshire's Routes to Economic Inclusion recommendations; Changing Gear (local economic development framework) for "engaging with the social economy", Key Funds strategy & community economic regeneration aim
- N & S Lanarkshire councils' corporate & community plans, & strategic themes of the 5 Pan Lanarkshire SIPs
- Renfrewshire Community Plan & the LEC strategy for supporting lifelong learning & tackling barriers facing disadvantaged areas
- SEG's new strategy supporting implementation of the Social Economy Business Support model

*Additional explanation - Section 5

If you are applying for multi – annual approval, justify why the project should be considered. Your answer should refer to the criteria set in the guidelines for multi – annual funding. (1625 characters)

2.2 Fit with Priority and Measure Selection Criteria

Detail how this project meets the relevant selection criteria for this Priority and Measure as set out in the Guidance Notes.
(3250 characters)

The project fits with P1.3 in the following ways:

It supports the skills & employment needs of a growth sector – the social economy.

The voluntary sector in Scotland is large & growing rapidly, providing jobs & a diverse range of services. Research by SCVO's Research Unit over a number of years has provided an estimate of the size of the sector compared to others of the economy. With an income of £2.01 billion, the sector represents over 3% of Scotland's GDP, equivalent to Scotland's agricultural output. Recently, there has been a sizeable overall increase (10% growth) in the estimated income of the sector.

The project will target senior managers of organisations which meet the criteria of SMEs. All the beneficiaries will work for small, independent, locally based organisations & employ fewer than 250 staff

EQUALITIES

The project reflects a commitment to equalities & aims to address & reduce disparities relating (principally) to gender, ethnicity & ability. It will do this both through a mainstreaming approach which will systematically incorporate equalities considerations into all aspects of the project (targeting, design & delivery) & through positive action measures address particular barriers or lack of capacity. Beneficiaries will also deal with equalities as a key issue for effective leadership during workshops. See Section 4.1

SKILLS DEVELOPMENT & SUSTAINABLE LEARNING OPPORTUNITIES

The project has been developed in response to consultation & research findings into the skills/employment needs of managers working in the sector. The leadership skills & capabilities that project beneficiaries & their organisations develop through this project will increase their capacity to compete effectively in a rapidly changing environment. It will improve organisation sustainability by encouraging an enterprising approach to managing change. Cascading of leadership development within organisations will help achieve improved awareness & commitment to continued skills development.

The project will meet the needs of organisations to prepare to manage new funding arrangements (e.g. available through The Social Investment Scotland initiative which introduces the potential for 3rd sector organisations to access funding through loans & business support) by increasing their professionalism & awareness of the economic environment & changes outside the sector.

ICT

The project will also assist in the promotion & use of ICT both as a valuable resource for promoting services, reaching new users & as a practical & flexible vehicle for the delivery of training/learning. Continuous support & liaison will be captured through the project's web pages that will link to the new Voluntary Sector Portal site – further enhancing ICT use across the sector & exposing employees to the benefits of e-commerce.

INNOVATION

The scope & purpose of the project was informed by all partners on the Leadership Advisory Group & through research/consultation with social economy managers in the programme area. 'Exploring Leadership' events during the development phase & input from LECs, The Leadership Trust, SCVO & Social Entrepreneurs Network Scotland (SENSCOT), further refined the innovative approach to this pilot project.

2.3 Labour Market Justification

If your project is aimed at target ESF beneficiary groups, describe the problems experienced by these groups in entering or competing in the labour market. (3250 characters)

Evidence from the Government's Skills for Scotland Strategy document, shows general agreement that an investment in employee skills development will enhance the competitiveness of the labour market & organisations across all sectors & ensure a greater level of transferable skills.

A key outcome of the project will be to encourage social economy managers to recognise workforce training as an investment rather than a cost by providing positive job-related learning opportunity. The pilot will strengthen the link between learning & employment - which is one of the action plans in the Government's National Skills Agenda document: Opportunity & Skills in the Knowledge-Driven Economy.

THE SOCIAL ECONOMY

SCVO facilitated workshops in Inverness, Dundee and Edinburgh (Feb 2002) to secure input from the social economy to the EQUAL Theme D Strengthening the Social Economy development process. The report of these workshops identified the barriers to sector development that have implications for management and leadership:

- A lack of strategic approach and short sightedness
- Fragmentation and poor partnership working
- Gaps in capacity - lack of leadership, professional & managerial skills, entrepreneurial attitude & skills, staff development
- Lack of strategic training for the sector

LEADERSHIP DEVELOPMENT - WEST SCOTLAND

The Leadership Advisory Group facilitated a consultation exercise to explore leadership development needs of social economy organisations during the development phase of the project. Results from the 'Exploring Leadership' seminars & survey show that:

- leadership development is considered vital to organisations and is required throughout the sector
- leadership development needs are not currently being met through existing programmes
- barriers to leadership development include poor attitudes to training, lack of opportunity for partnership, limited resources, etc.
- 93% indicated interest in participating in a leadership development programme.

Through consultation with the social economy, it has been identified that the sector's lack of strategic focus, lack of recognition by other sectors, fragmentation and funding/finance pressures result from gaps in the sector's capacity. Whereas operational skills were viewed as good, leadership, professional and managerial skills were seen to be lacking.

Target beneficiaries for this project will be 30 managers of social economy organisations that serve the most deprived communities in Objective 2 eligible areas. The project will impact on the region (in the context of the social economy) to increase capacity of the sector to find innovative and sustainable solutions to deprivation & exclusion. The pilot project aims to establish a leadership development network to address the needs of managers & leaders in the social economy, in turn contributing to the general employee skills development, further strengthening the capacity of the sector.

Describe what national and local skill shortages, labour shortages, areas of occupational growth market opportunities and employers needs the project will address. Justify how the evidence presented in your application matches a need in the area (regional and / or local) and is best served by the specific project. (3250 characters)

The project aims to deliver leadership development to 30 social economy managers in the SED, SEL, SER, & SEG areas in response to evidence of the gap that exists, which impacts on the capacity for organisations to effectively serve their clients, (section 2.3 above)

PROFILE OF COMMUNITIES SERVED BY BENEFICIARIES

Beneficiaries' organisations serve communities of interest including New Deal participants, (facing both labour market & social/personal problems), minority ethnic, women & people with disabilities. This project will contribute to the capacity of the sector to find innovative solutions to deprivation and exclusion among the communities served. The project area has suffered from the decline of heavy industry. Unemployment & low levels of economic activity characterise the area. GDP per capita is below the UK level, only 92% for the region & as low as 68% for Dunbartonshire. Half of Scotland's deprived districts are in Glasgow & there are significant concentrations throughout the project area. Nearly half of Social Inclusion Partnerships (SIPs) are in the project area, where long-term unemployment rates are higher (43%) than in the West of Scotland & UK. Within these SIPs unemployment has declined more slowly than elsewhere, while young (18-25 years) & long-term unemployed make up a higher proportion of the entire region.

LEADERSHIP DEVELOPMENT IMPACT ON LABOUR MARKET

The social economy is a valuable source of new jobs. Based on the growth in the general charities (1996-98) there is approximate growth of 7,000 new jobs in the sector each year (SCVO research Unit 2000). Its substantial capacity and potential as a direct employer offers those facing exclusion, a route into employment (e.g. ND volunteering experience), contributing to meeting the demand for filling jobs in the labour market, predicted to increase, in the West of Scotland region, between 2001-2010 by:

Retail/Catering +4,500 jobs

Public services +7,100 jobs

Financial services +35,600 jobs

Other services +2,000 jobs

In the project area the service sector is growing - public services are the biggest employer. The public sector from where the project beneficiaries originate is forecast to provide the second highest additional jobs by the end of the decade. Most of the jobs will be in professional, management & administration. These factors are predicted to contribute to a continued shift in the structure of the labour market, resulting in the demand for effective training to meet the demand for these skills & requiring organisations to be flexible & lead on effective recruitment strategies. The project aims to benefit from growth in the service sector providing effective leadership to progress labour market opportunities & to create sustainable enterprises, enhancing the sustainability of jobs & organisations.

Developing the leadership skills of managers of social economy organisations is a key development opportunity which meets an urgent need for SMEs across all sectors, to improve competitiveness to meet the challenges of a global, increasingly knowledge based economy & to increase the importance of sustainability & growth to continue to provide innovative solutions to economic & social regeneration.

Name the key source documents used in compilation of your labour market justification. No more than 4 documents should be listed and should be directly relevant, current and reflect the regional and local case for your project.

Document	Source	Date produced
Employment Forecast W Scotland 2001-2010	SLIMS	01-Apr-2002
W Scotland Labour Market Statement	SLIMS	01-Sep-2001
EQUAL Theme D Consultation Report	SCVO - Hall Aiken Report	01-Mar-2002
Working in the Vol Sector	SCVO	01-Dec-1999

2.4 Project Added Value

Is ESF grant essential for the implementation of this project?

☒ Yes ☐ No

What added value will be produced by the award of ESF grant? Your answer should refer to the types of activity covering ESF and added value as detailed in the guidance. (1625 characters)

The Leadership for Change project is a 15 month pilot covering the LEC areas of Lanarkshire, Dunbartonshire, Renfrewshire and Glasgow.

The project will support 30 managers from voluntary sector organisations to go through a programme of training and support. WITHOUT ESF SUPPORT, THE PROJECT WILL NOT PROCEED.

The pilot is new and additional to the current activities that SCVO and partners can deliver to Objective 2 target areas and communities. Additionality can be demonstrated as follows:

- * A unique fusion of agencies/sectors to enable access to an innovative range of learning opportunities not previously available to the target group
- * An integrated training package with trainers/facilitators
- * Cross-sectoral design and delivery structure facilitating good practice exchange
- * cross-sectoral structure which builds in sustainability and commitment to leadership skills

Does the project involve match funding from Government Programmes, e.g. TFW / New Deal/ EZ? Your answer should refer to the guidance for definition of added value in relation to Government Programmes.

☐ Yes ☒ No

If Yes, provide details where relevant (1625 characters)

Programme Name:	
Programme Name:	
N/A	

2.5 Good Value

Please give a brief good value statement and detail the good value considerations undertaken in the project's development.
(1625 characters)

SCVO is committed to good practice, seeking best value through competitive procurement. This project augments SCVO's established experience of working with specialist consultancy support. Direct costings for the project are based on actual costs of previous projects with similar activities and support measures.

Project costs, including staffing levels, reflect the extensive and integrated training package, guidance and liaison function and the impact they are designed to effect. The external facilitator budget reflects the costs of securing the expertise necessary to guide social economy managers through organisational, cultural and economic change. Learning materials and resources from the pilot may be utilised during and beyond the life of the project. Costs also reflect quality and properly accessible and serviced venues for effective delivery.

Good value will be achieved by securing the following:

Outputs

30 voluntary sector managers undertaking a series of structured training workshops designed to meet their personal and organisational development requirements

Minimum of 24 managers from an expanding sector (social economy) gaining a NEBSM Modular Certificate in Management

Impacts

Increased awareness & skills in Leadership within the sector

A nominal charge is made to beneficiaries to strengthen commitment, participation and retention. The project will promote lifelong learning and will ensure the widest possible access across the sector. Support measures will also improve accessibility and participation.

Provide a breakdown of the eligible project costs for which ESF grant is requested as per Guidance Notes.

☐

Version 2.1

ITEM OF EXPENDITURE	2002 (£)	2003 (£)	2004 (£)	2005 (£)	2006 (£)	TOTAL (£)	Of Total Amount is KMD (£)
Beneficiary Costs:							
Travel 30 bens @ 21 days @ £6	1,080	2,700				3,780	
Subsistence 30 bens @ 21 days @£5	900	2,250				3,150	
Childcare 5 bens @ 5days @ £34	170	680				850	
SUB TOTAL	2,150	5,630				7,780	

Provide a breakdown of all the non eligible project costs for which ESF grant is not requested as per Guidance Notes.

[illegible]

SECTION 3 - DETAILED PROJECT DESCRIPTION

3.1 Content

Outline the skills / other content of the project, including details of core skills as outlined in the guidance notes. (3250 characters)

The project will deliver leadership training, information & skills development opportunities for 30 managers whose organisations are working with excluded communities & groups & are located within the eligible areas. Support & liaison from project team & facilitators/trainers & mentors will ensure optimum attendance & participation from beneficiaries. Information bulletins & web resources will ensure continued learning between modules.

The project will deliver an intensive package of accredited & non-accredited training in a seamless & comprehensive package. Completion of the training will allow beneficiaries to acquire a NEBSM certificate in "Managing People", fully complemented by further training in leadership, access to new & existing leadership networks & mentoring databases, across sectors.

Development Phase (Oct 2001-March 2002)

The development phase saw the formation of the Leadership Advisory Group which had & will continue to have a key role in the design, delivery & review of the project. Three 'Exploring Leadership' seminars aimed at consulting on the leadership needs of managers in the social economy across Western Scotland took place between October 2001 & March 2002. Additional consultation was carried out using a questionnaire. Information from this consultation phase was evaluated in a report & used to inform the content and design of the project. Benchmarking of existing leadership programmes also took place during this phase. Expert advice of practitioners in the field of leadership here in Scotland (Scottish Leadership Foundation, Leaders at Work & The Leadership Trust) was sought in the design of the programme. These organisations will continue to have a key role in the delivery of the project & support to the beneficiaries.

PROJECT CONTENT OUTLINE

YOU, YOUR ORGANISATION/TEAM - Looking Forward

- Induction
- Effective leadership
- Stakeholder analysis, environmental scanning & spotting development opportunities
- Relationship building & maintenance, power, trust, influence & negotiation

YOU, YOUR ORGANISATION/TEAM - Looking Inward

- Teamwork
- Time management & delegation
- Managing change, including team & individual development, coaching skills, nurturing innovation
- The leader in you
- Recruitment & selection, incl. Interviewing skills, equal opportunity considerations, strategic recruitment
- Performance management & measuring leadership effectiveness
- Stress management

YOU, YOUR ORGANISATION/TEAM - Looking Outward

- Sustaining for growth, mapping the future
- Leadership for change
- Image, impact & being the confident you
- Post-programme review
- Graduate conference

The programme will involve formation of peer learning groups, use of mentoring support & will facilitate the use of ICT & formation of a leadership network for the sector & one that taps into other existing leadership networks (e.g. Scottish Leadership Foundation's 'Women's Voice Network, for women in leadership).

Equality of opportunity & issues of sustainability will be key themes, which will run through the delivery of all project activities. There will also be specific focus on equalities & sustainability in the context of leadership.

3.2 Structure / Delivery

Outline how the project will be structured and delivered. You should include details of the duration, mode of attendance, method of training. (1625 characters)

The project will be delivered over 15 months & will be informed by results of consultation of the sector & development work undertaken by SCVO & partners on the Leadership Advisory Group.

ERDF funded & Local Enterprise Company venues will be used for the delivery of project activities. Formal delivery will mainly be done in 2 cohorts of 15 beneficiaries each in their local area to promote good attendance & minimise travel. Some sessions will bring all beneficiaries together to facilitate networking.

Delivery of the modules will be shared by Scottish Leadership Foundation, Leaders at Work, The Leadership Trust & Ayrshire Management Centre. Mentoring support will be through existing mentoring programmes e.g. the Lanarkshire Business Support Group, Scottish Business in the Community, Dunbartonshire Business in the Community & SENSOT members.

The programme will deliver 208 hours of training/support over 15 months:

Formal participatory workshops 11 sessions -119 hrs

Work-based assignment -14 hrs

Mentoring sessions & peer learning groups carried out in non-formal sessions (face-to-face, Email, telephone, & video conferencing) – 40 hrs

Programme review against learning goals & after care support to foster continued learning & peer support opportunities -11 hrs

Graduate conference to share the outcomes of this pilot project, promote & share leadership development with a wider audience -7 hrs

Additional support will be provided by SCVO and will involve 17 hours over 15 months. This includes support for development of personal Action Plans that link to organisational plans.

3.3 Beneficiary Activities

Estimate the proportion of time an average beneficiary on this project will devote to the activities listed below.

Key Element of Project	% of time spent on the activity per beneficiary/company
Pre-vocational taster	
Technical / vocational skills	64
Core skills	
Self-employment skills	
Work experience	
In company	
Simulated	
L&M work experience	
Wage subsidy	
Guidance and counselling	31
Individual Needs Assessment	5
Job Search	
Business Start-up support	
Aftercare	
Other (specify)	
TOTAL	100

3.4 Recruitment / Initial Assessment

If your project is involved with training and skills development, how will recruitment and initial assessment of beneficiaries be undertaken? Please detail any identification of individual needs and / or action planning involved in the project. (1625 characters)

Through the 'Exploring Leadership' seminars & survey carried out during the development phase of the project, the project has been able to assess interest in leadership development - 93% of participants were keen to participate. Following on from this beneficiaries will be recruited & the project promoted to all sections of eligible areas through the project partners/ LECs networks (including SIPs & CVS).

A recruitment questionnaire will set out criteria for selection (based on attracting a range of beneficiaries from a wide range of organisations which meet the criteria of SMEs: (targeted services, intermediaries, smaller community-focussed, those organisations serving minority ethnic communities/women/ & services of support to disabled.) This will also give an outline of the programme together with key requirements & time demands which beneficiaries would need to commit to.

Written guidance will be provided for beneficiaries to negotiate & agree personal & organisational learning goals with the person they report to in the organisation. On this basis initial assessments & identification of learning needs & action planning will be carried out at the start of the programme. This will continue throughout the programme & will be used in the programme review at the end of the project.

3.5 Aftercare

Please describe and quantify, if possible, any aftercare involved in the project. (1625 characters)

The website will be integral to effective communication during the course of the learning programme & will foster a 'community of learners' amongst beneficiaries, project staff, partners, external facilitators. It is one of the aims of the project to foster the development of a leadership network for the social economy sector. It is anticipated that participation in the leadership development will give confidence to beneficiaries & open up other leadership networks across sectors, promoted through contact with such organisations as Scottish Leadership Foundation & The Leadership Trust.

This will promote continued involvement & interest in leadership development & sharing of practice beyond the delivery of the leadership development modules, enhancing further group interaction & peer support.

The project will deliver two formal days of aftercare with all beneficiaries:

- to benchmark progress against Personal & Organisational Action Plans (& to identify any further support/resources required)
 - a follow-up visit to the beneficiaries organisation to identify & respond to any gaps in support/resources
- Further aftercare will be provided through continued access to mentoring support available for as long as required through LEC mentoring support programmes.

3.6 Work Experience

Does the project include work experience?

☐ Yes ☒ No

If Yes, describe the work experience in detail.

If No, please explain why this is not essential to the delivery of the project. (1625 characters)

N/A

3.7 Support Measures

Detail the support package available to beneficiaries. Why is this the most appropriate package for the beneficiaries concerned? (1625 characters)

The project will provide the following support:

- Child/dependant care allowance & Travel costs (evening/weekend delivery)
- Travel & subsistence (although most of the module delivery will take place at central venues in the beneficiaries' local area)
- Training materials
- Mentoring match up
- Peer Support (-A Conference to share outcomes of the pilot project with a wider audience, & canvas interest in a future mainstream project)
- Development Officer support

The project has endeavoured to strike a balance between unrealistic allowances, but provide adequate & appropriate support measures to combat the issue of retention. In most cases beneficiaries will be key personnel & the most senior decision-maker with supervisory duties. Although individual commitment from beneficiaries will be recorded at the outset, the project team, with support from the Leadership Advisory Group, will have a support/liaison role to maintain interest & engagement. Web enabled communication & resources will encourage group interaction/peer support.

It is anticipated that the capacity to participate in the leadership project amongst beneficiaries will vary considerably, both in terms of prior knowledge in this field & also in terms of practical arrangements. In the development phase cross-sectoral partners (based on previous experience of engaging SME employees), identified that needs would vary & an adequate level & support package would need to be met. Individual learning & support assessments will be integral to identifying needs & to ensure that support (both learning & practical) is identified from the outset.

3.8 Partnership

Describe any partnership arrangements (including sub contract arrangements) for the delivery of the project. (1625 characters)

SCVO established a Leadership Advisory Group in the development phase to fine-tune the purpose & scope of the initiative. Key partner agencies across Western Scotland are supporting the need for this project & are represented on the Advisory Group. In addition the project will benefit from partnership involvement of leadership development practitioners, both on the Advisory Group & in the delivery.

Partners:

- SCVO – lead partner with overall management responsibility for project implementation, recruitment, administration, financial management, monitoring/ evaluation & dissemination
- Scottish Enterprise Lanarkshire, Scottish Enterprise Renfrewshire, Scottish Enterprise Dunbartonshire & Scottish Enterprise Glasgow – funding partners, also providing Leadership Advisory Group support & venues
- Scottish Enterprise National – funding partner
- North Lanarkshire Council & South Lanarkshire Council – funding partners
- Social Entrepreneurs Network Scotland – access to network consultation on leadership/entrepreneurial agenda
- The Leadership Trust, Scottish Leadership Foundation & Leaders at Work are crucial partners & will give expertise in design & delivery of high quality leadership development courses (currently primarily accessed by private & public sectors) ref. section 3.2
- Ayrshire Management Centre – partner responsible for delivering the accredited component of the programme.

Describe the local or regional partnership arrangements in place.(1625 characters)

LEC partners provide the opportunity and resources to test a coordinated response to development needs of the social economy in the region. The pilot project involves four LEC areas Lanarkshire, Dunbartonshire, Renfrewshire & Glasgow partly in consideration of effective delivery & also because organisations in the SE Ayrshire area are currently involved in other initiatives. SEA was however fully consulted about involvement & there is interest for involvement at a later stage.

Partnership for this project has expanded to ensure targeted support across the area & to add value to existing support to the social economy. Partnership arrangements explored with CVS during the development phase will be strengthened during implementation. CVS will provide support throughout the project including recruitment.

Senior Executives of leading organisations in the social economy (One Plus & Kibble Education & Care Centre) assisted in facilitating the development phase seminars & commented on leadership development.

Overall partners will:

- provide expertise in respective areas re-leadership & management development programmes
- build links across sectors & access to other leadership & management development networks beyond the social economy & information exchange
- ensure mentoring match up to encourage cross-sectoral exchange
- support monitoring & evaluation
- host meetings/ events (ERDF venues)

3.9 Previous Experience

What is your organisation's previous experience of operating projects of this nature? (1625 characters)

As the umbrella organisation for the voluntary sector / social economy in Scotland, SCVO has considerable experience in delivering projects of this type. SCVO has managed a number of successful programmes/interventions aimed at developing the capacity of the sector, and has direct experience of working with voluntary sector organisations and managers.

Professional and specialist development staff support a range of networks and organisations including SIP representatives network, Black and Minority Ethnic Minority-led organisations, New Deal consortia and the CVS Network.

SCVO is also experienced in operating successful partnership projects such as the Obj 3 Priority 4 partnership project with the Councils for Voluntary Service, a Community Chest partnership project with the Coalfields Regeneration Trust, and New Deal ESF projects.

SCVO has effective administrative procedures and robust financial systems in place to deliver a project of this nature and has a clear monitoring and evaluation process.

Outline your organisation's track record in operation of European Social Fund projects, including relative success in terms of achievement of financial spend, profile and outcomes. (1625 characters)

SCVO has a successful track record of managing ESF funded projects (Obj 3 Programme)
-Obj 3 P4 partnership project with Councils for Voluntary Service
Community Chest partnership projects with Coalfields Regeneration Trust
-SCVO also managed one of thirty European Commission pilot (£1m pilot) Local Social Capital Projects with the aim of enhancing social & economic cohesion across the West of Scotland. Following on this success SCVO is currently managing the Direct Grants Ob 3 programme & Development Partnership for EQUAL Theme D. SCVO is Development Partner for EQUAL Theme A

ESF funded projects managed by SCVO include:

Objective3 Priority 4a – Big Picture Development ref 3M2000/1/4a.1/9

To date: achieved financial spend

Achieved/exceeded targets on Nos trained, companies helped, No. of TNAs, materials developed.

Objective3 Priority 4b – Community Ventures Project

SCVO's New Deal projects in 2001 in O3 Measure 1.1 exceeded anticipated targets, achieving:

45% into employment

10% into self-employment or training

100 % receiving training

New Deal projects Objective3 Priority 1.1

Lanarkshire Work With Us 992075SO3

Qualifications (or modules towards) 100%

Non-return to unemployment 30%

Meeting target group on target with original application

Tayside Work With Us 992125SO3

Qualifications (or modules towards) 100%

Non-return to unemployment 61%

Meeting target group on target with original application

Was your organisation funded by ESF or any other Structural Fund or Community Initiative to operate any similar project or (in the case of ERDF/EAGGF) projects with linkages to this or a similar project in 2000/2001?

☐ Yes ☒ No

If Yes,
Dossier/Reference Number(s)

Project Title(s)

3.10 Beneficiary Profile

For each of the tables below please enter the percentage of the total beneficiaries on the project that will fall into the given categories. Each table must add to 100%.

Employment Record		%
Unemployment		
Up to 6 months	Under 25	
	25 and over	
7 to 12 months	Under 25	
	25 and over	
13 to 24 months		
25 to 36 months		
Over 3 years		
Returns to Labour Market		
In Secure Employment		
In SME (1-250 employees) or self employed		80
In large Enterprise (more than 250 employees)		
Threatened with Unemployment		
In SME (1-250 employees) or self employed		20
In large Enterprise (more than 250 employees)		
At school		
TOTAL		100

Age	%
12-15	
16-24	
25-39	70
40-49	30
50+	
TOTAL	100

Gender	%
Male	30
Female	70
TOTAL	100

Ethnic Origin	%
White	80
Black African	
Black Caribbean	
Black Other	
Chinese	
Indian	
Pakistani	
Bangladeshi	10
Other	
Not Known	10
TOTAL	100

Target Group	%
Homeless People	
Lone Parents	
Drug Users	
Alcohol / Substance abusers	
Literacy / numeracy difficulties	
Young people leaving care	
People with Disabilities	10
Ex - Offenders	
Workless Households	
Those without Qualifications	
Other groups not listed above (specify below)	
Not applicable	90
TOTAL	100

Company sector at which training is aimed	%
1. Agriculture	
2. Mining etc.	
3. Food, drink and tobacco	
4. Textiles and clothing	
5. Chemicals	
6. Metals and mineral product	
7. Engineering	
8. Other manufacturing	
9. Utilities	
10. Construction	
11. Distribution, hotels, etc.	
12. Transport and communication	
13. Banking and business services	
14. Professional services	
15. Other services	100
16. Health and education services	
17. Public administration and defence	
18. Non Sector specific	
TOTAL	100

3.11 Project Profile

Complete the table below to show the flow of new and continuing beneficiaries over the life of the project.

	2002	2003	2004	2005	2006	TOTAL
Continuing		30				30
New	30					30
TOTAL	30	30				60

What are the total hours over the life of the project?

	2002	2003	2004	2005	2006	TOTAL
Number of hours	1,710	4,530				6,240

If applicable, enter the number of companies assisted over the life of the project.

	2002	2003	2004	2005	2006	TOTAL
Continuing		30				30
New	30					30
TOTAL	30	30				60

3.12 Qualification Outcomes

Give the percentage of total beneficiaries that will achieve one of the following levels of qualification during the duration of the project. Beneficiaries should be counted only once at the highest level of achievement.

Level	Qualifications	%
Full Level 1		
Part Level 1		
Full Level 2		
Part Level 2		
Full Level 3		
Part Level 3		
Full Level 4		
Part Level 4		
Full Level 5		
Part Level 5		
Other quality standard (please specify below)		
NEBSM Certificate in Managing People		80
None (no qualification)		20
TOTAL		100

3.13 Name of Qualification(s) NEBSM Certificate in Managing People

Accrediting Body NEBSM

Project Outputs and Impacts - These tables should detail forecasts (using whole numbers only) for the intermediate outputs directly related to this project. These must be in accordance with the Priority and Measure headings relevant to the project, as detailed in the Guidance Notes.

Describe any potential results that cannot be quantified in the section above. (1625 characters)

Individual Learning Assessments	30
Personal/Organisational Action Plans	30
Number achieving qualification	24
Graduate Conference event	1
Evaluation Report	1

IMPACTS

Enhanced sustainability of beneficiaries' social economy organisations
Increased confidence and strategic capacity of beneficiaries to enable more effective change management and innovative strategies for growth
Increased cross-sectoral working and sharing of best practice allowing cumulative learning/avoidance of resource duplication

Where appropriate, describe systems in place within your organisation to measure progression of individuals. (1625 characters)

Progress towards project outputs and outcomes for beneficiaries and social economy organisations will be measured by:

- Individual learning assessments and evaluation of same
- Ongoing auditing of sector profile
- Equal Opportunity monitoring/ evaluation (recruitment, venues, location, accessibility of material)
- Follow up beneficiary contact to assess progress
- Monitoring of participation rates in all project activities
- Monitoring of beneficiary satisfaction
- SCVO's performance indicators
- SCVO's monitoring and evaluation strategy
- Annual membership survey (SCVO)
- Measured against SCVO Strategic and Operational Plans, in addition to project plans.

SECTION 4 - COMPLIANCE

4.1 Equal Opportunities

Does the project applicant have an Equal Opportunities Policy?

☒ Yes ☐ No

Does the project applicant understand its responsibility to ensure that project delivery agencies have an Equal Opportunities Policy?

☒ Yes ☐ No

What equal opportunities considerations have been made in terms of the design and proposed implementation of this project? Your answer should include the focus of the project, planned recruitment process, project design and materials used.
(1625 characters)

At an organisational level, SCVO has reviewed and updated its Equal Opportunities policy. This work is spearheaded by an internal Equality and Diversity group, which is in the process of rolling out equalities training to SCVO staff, including staff employed on this project. All partners involved in the project are committed to Equal Opportunities and have well established policies and practice.

The Leadership for Change project will consult with staff from SCVO's Developing Equalities in the Voluntary Sector staff, funded through Obj 3, to ensure that best practice has been incorporated into the design and delivery. Equal Opportunities policy and practice will be incorporated into the training component of the programme. This will include elements to combat prejudice and discrimination and family friendly policies.

Recruitment onto the Leadership for Change programme will actively take into consideration equalities issues around participation in the project relating to all minority groups, including the format of training materials in workshops and appropriate support through guidance and support. The project will pro-actively encourage involvement from societal groups that traditionally face barriers to participation in the labour market, increase skills of women and will address the specific needs of people with disabilities, black and minority ethnic-led organisations and women-led/focussed organisations. The project will adopt family friendly policies and practices, use of accessible venues and ensure that they are conveniently located for public transport links.

4.2 Sustainable Development

How does this project contribute to the aim of sustainable development? Your answer should refer to the means by which the project will raise awareness of, and promote, sustainability and assist the integration of sustainable development at an organisational level, and in particular how it addresses the 12 core criteria detailed in the guidance (4925 characters)

The aim of the project is to promote the introduction and implementation of sustainable strategies through effective leadership. The project will focus on different aspects of sustainability as a key issue to be explored during the training.

RESOURCE EFFICIENCY: At an organisational level, SCVO are about to undertake an environmental audit and have introduced recycling and energy saving. The project communication through ICT (administration database, email, Website) reduces paper consumption resulting in resource savings in paper, postage and travel costs.

ENVIRONMENTAL IMPACT. The project minimises negative environmental impact as activities will take place within existing organisations with no direct need for increased use of resources. Travel by public transport will be encouraged.

ADDITIONAL JOBS Job retention will be enhanced for managers and staff within voluntary organisations participating in the project and implementing sustainability strategies. One FTE SCVO job will be created as a result of the project.

ACCESS & OPP The project will pro-actively tackle all forms of discrimination. The project will adopt good practice itself, and promote the importance of providing accessible, inclusive and supportive services. Child and dependent care will be provided where necessary for beneficiaries and flexibility of delivery will be built into the design where possible.

LOCAL ADDED VALUE The range of support from local partners (LECs) across the programme area represents added value. The project also provides value by supporting third sector managers to identify and target service gaps within their organisations. It will enable beneficiaries to generate innovative responses to these gaps, and access new funding opportunities, partnerships, networks, and Local Authority Initiatives.

CAPACITY BUILDING A main objective of the programme is to build the capacity of beneficiaries to engage fully with new approaches to leadership, management, including the use of models based on social entrepreneurship. This will enhance beneficiaries' capacity to access local funding opportunities and service level agreements. These new approaches will enhance participating organisations capacity to support the most excluded groups to access training/employment opportunities.

SOCIAL INCLUSION. The voluntary sector provides a variety of services to excluded communities and has a tradition of developing innovative solutions to inclusion and regeneration issues. Participating organisations and beneficiaries of this project, their managers, will be no exception. Through learning and implementing new approaches, these organisations will become more sustainable and be able to develop innovative, accessible, flexible, targeted and supportive services for excluded individuals and groups.

STRATEGIC INTEGRATION The project complements the Scottish Executive's Skills for Scotland by upskilling managers from a growth sector, as well as Scottish Enterprise National strategies. The project will strengthen the ability of the social economy managers and organisations to participate in local, regional and national strategies to promote social inclusion, social entrepreneurship and economic regeneration.

DURABILITY & FEASIBILITY The project is designed to be a pilot, which will produce a model for a Leadership for Change programme of activities responding to the needs of the sector, that can be used by social economy organisations. The project will use a combination of community development / empowerment approaches and social entrepreneurship model to encourage local organisations who work with excluded groups to become active participants in strategic partnership and policy development work at all levels. Experience and skills gained by beneficiaries will be recorded (Personal and Organisational Action Plans) and will impact on beneficiaries and organisations beyond the life of the project. At an organisational level SCVO, though not dependant on Structural Funds for all services delivered, is entering into discussions with other strategic partners (Scottish Executive, Communities Scotland and Scottish Enterprise etc) on continuation strategies, where appropriate, for various projects/programmes supporting the voluntary sector.

INFRASTRUCTURE IMPACT The project will impact positively on the region's infrastructure by making use of existing buildings, encouraging the use of public transport.

LEVERAGE Without ESF the project would not go ahead. If this application is successful, the project will lever in a minimum of £48,000 from partners.

EVIDENCE OF DEMAND Demand has been identified through the initial consultation with the social economy in the development phase and workshops in Glasgow, Clydebank and Paisley.

4.3 Information Society

What aspects of the project will promote the dissemination and application of Information and Communications Technology? Your answer should outline (as applicable) the means by which the project will raise awareness of ICT opportunities, increase the number of individuals engaging with ICT (e.g. through ICT related training information and guidance), support the wider dissemination of ICT by Scottish enterprises and research into the impact of ICT upon the Scottish economy. (1625 characters)

The project will raise awareness amongst beneficiaries of the growing need to become ICT literate in order to effectively share information, resources, knowledge and skills.

Specifically through the web pages, beneficiaries will identify and engage with the emerging knowledge-based economy through provision of ICT / web access to learning opportunities, social entrepreneurial network bulletins, enhanced communication with partners and other agencies.

Project staff will be actively encouraged to use, learn and develop ICT skills on a progressive basis. Communication between partners and with beneficiaries will be through the use of ICT wherever possible. Presentations and training will also make use of ICT.

The project will raise awareness of ICT related skills training and information by connecting each project beneficiary to the workwithus portal. The portal will develop ICT skills by providing the information context for a sizeable portion of beneficiaries work, learning and development needs.

ICT will be provided directly through:

- * One to one support
- * Small group development actions focusing on network development

4.4 Lifelong Learning

How does this project contribute to the advancement of lifelong learning? Your answer should refer to the extent to which the project will increase the demand for learning and promote lifelong learning at an organisational level. (1625 characters)

SCVO has been responsible during the last 5 years for implementing the work of the Voluntary Sector National Training Organisation (VSNT0) in Scotland. The work included informing the sector about lifelong learning policy and practice generally through regular briefings and newsletters as well as the special VSNT0 website. We are regularly consulted on policy initiatives related to lifelong learning. SCVO recently gave written and oral evidence to the Scottish Parliament's Enquiry into Lifelong Learning and were invited to co-ordinate the voluntary sector contingent of 15 participants to its consultation on the Interim Report in Edinburgh on 15 April.

The NTO last year carried out various projects relating to lifelong learning including work on national occupational standards, S/NVQs and accrediting training. We have also run a two-day lifelong learning convention for the voluntary sector during the last 4 years.

This project will enable participants to engage with a range of learning opportunities by adopting the following measures:

- * Building the capacity of local voluntary organisations by supporting managers through a training programme responding to identified needs
- * Facilitating information exchange, discussion, networking and peer support
- * Promoting links between sectors
- * Developing a Leadership for Change model/framework that can be used by the social economy and raise awareness of leadership and social entrepreneurial approaches.

4.5 Support for Local Initiatives

How does this project contribute to the provision of support for local initiatives? Your answer should refer (as applicable) to how the project will support existing local initiatives and / or develop new initiatives where a lack of provision currently exists.(1625 characters)

Linking with local initiatives is an integral part of the project which is designed to enhance local activities and services provided by social economy organisations. The project is delivered in partnership with Local Enterprise Companies and intermediary organisations and specifically targeted organisations in the Glasgow, Lanarkshire, Dunbartonshire and Renfrewshire areas. Training events, seminars and network meetings will be held locally.

The project will enable beneficiaries and their organisations to:

- * Source locally produced materials
- * Identify local training providers
- * Identify local information services
- * Identify local organisations for networking/partnership opportunities

The project will aim to tackle social exclusion and pockets of rural deprivation through promoting links with SIPs, Local Authorities, Health Boards, LECs, and Local Businesses and encourage meaningful participation in relevant programmes such as:

- * Local Authority Community Learning Plans
- * New Deal/Welfare to Work
- * Childcare Partnerships
- * Community Care
- * Local Economic Initiatives
- * Equality Issues Development
- * Health Education and Promotion

The project will support the development of new initiatives through the promotion of community leadership/social entrepreneurship as a model for social economy working. It will enable beneficiaries to identify their organisations as SMEs and to develop flexible, competitive, innovative projects in response to gaps identified by personal/organisational assessment.

4.6 Tendering Arrangements

Please confirm that all Public Procurement and Supplies Directives have been, or will be, complied with.

☒ Yes ☐ No

For contracts or groups or service contracts with a forecast final costs over 214,326 euros

Have the contracts been advertised in the Official Journal of the European Communities?

☐ Yes ☒ No

If Yes,

Official Journal Reference number

Issue Date

4.7 State Aid Policy

Does this project require State Aid approval?

☐ Yes ☒ No
☐ De Minimis

If Yes, please provide the following details:

Has State Aid approval been granted?

☐ Yes ☐ No

Date of notification to the EC

Date of approval

Aid number assigned by EC

Amount of aid (euros)

4.8 Legal Aspects

Is the project in this application restricted to a particular racial group?

☐ Yes ☒ No

(If Yes, please complete an Applicant's Declaration)

Is the project in this application restricted to a single sex?

☐ Yes ☒ No

(If Yes, please complete an Applicant's Declaration)

4.9 Audit

Give the type and frequency of internal audit procedures and controls. (1625 characters)

Invoices for the project expenditure are verified by the project manager and coded to ensure that these are attributed to the project.

All staff, advisory group members, beneficiaries claiming travel and subsistence must complete the necessary expenses claim form, and provide receipts.

SCVO monitors staff time spent working on all ESF projects by the completion of a weekly timesheet. This data is used to inform the quarterly and final claims for the project.

The organisation's Senior Finance Officer provides monthly management accounts to SCVO's Directorate, Management Team and project managers.

SCVO's Management Board receives a quarterly financial management report. The Management Board has an Audit Committee - chaired by SCVO's Treasurer which liaises with SCVO's External Auditors.

An annual financial audit is undertaken by:

Ernst and Young

Chartered Accountants

10 George Street

Edinburgh.

Give the type and frequency of external audit procedures including the name and address of the auditors. Applicants are reminded that an independent audit certificate is required at final claim stage for any projects over £150,000 ESF. (1625 characters)

An Annual external audit is undertaken by:
Ernst & Young
Chartered Accountants
10 George Street
Edinburgh

4.10 Publicity Requirements

NOTE TO APPLICANTS: It is a condition of grant that the ESF contribution to this project is publicised in accordance

Please indicate which of the following forms of publicity will be implemented:

- ☒ a. Permanent Plaque on the Premises
- ☒ b. Specific Press and Media Releases
- ☒ c. Acknowledgement in all Media
- ☒ d. Acknowledgement in all Project
- ☒ e. Awareness as part of Beneficiary
- ☒ f. Acknowledgement in all Learning
- ☐ g. Other (please specify)

Outline the publicity strategy for the project. (1625 characters)

A publicity strategy will be designed with planned implementation throughout the life of the project. The strategy will observe published EC Guidelines and will incorporate a range of activities to promote the project and the role of ESF within it.

Activities:

- * All communication and promotional material will carry the EC agreed logo. Logos will be copied to partners with guidance on appropriate usage
- * Both internal and external dissemination will always acknowledge ESF funding. Wider dissemination at local level to secondary beneficiaries, ESF target groups, local partners, stakeholders and the wider public will further cascade this message
- * Regular update reports may be published through Third Force News (weekly newspaper published by SCVO)
- * The communications strategy will incorporate public relations activities such as media releases, articles in partners' publications and relevant media
- * Planned events
- * Project information on SCVO website and Leadership for Change web pages
- * calendar of planned activities circulated
- * A media database will be collated

Implementation will be monitored at regular intervals to benchmark progress and review priorities.

This section summarises the information provided in Finance2002 - Finance2006. Please enter all Public and Private Match Funders plus sources of Revenue and Non Match Funding in the 'Source of Finance' column.

Version 24

Itemise all sources of finance for 2002 in the table below. The extreme right hand column should only be signed if funding is definitely confirmed.

22

Itemise all sources of finance for 2002 in the table below. The extreme right hand column should only be signed if funding is definitely confirmed.

[illegible]

Itemise all sources of finance for 2003 in the table below. The extreme right hand column should only be signed if funding is definitely confirmed.

[illegible]

4.11 Financial Contributions to the Project (2)

itemise all sources of finance for 2003 in the table below. The extreme right hand column should only be signed if funding is definitely confirmed.

[illegible]

Itemise all sources of finance for 2003 in the table below. The extreme right hand column should only be signed if funding is definitely confirmed.

[illegible]

4.1.1 Financial Contributions to the Project (3)

Itemise all sources of finance for 2004 in the table below. The extreme right-hand column should only be signed if funding is definitely confirmed.

[illegible]

Itemise all sources of finance for 2005 in the table below. The extreme right-hand column should only be signed if funding is definitely confirmed.

35

[illegible]

Itemise all sources of finance for 2006 in the table below. The extreme right hand column should only be signed if funding is definitely confirmed.

Itemise all sources of finance for 2006 in the table below. The extreme right hand column should only be signed if funding is definitely confirmed.

Account	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	963	962	961	960	959	958	957	956	955	954	953	952	951	950	949	948	947	946	945	944	943	942	941	940	939	938	937	936	935	934	933	932	931	930	929	928	927	926	925	924	923	922	921	920	919	918	917	916	915	914	913	912	911	910	909	908	907	906	905	904	903	902	901	900	899	898	897	896	895	894	893	892	891	890	889	888	887	886	885	884	883	882	881	880	879	878	877	876	875	874	873	872	871	870	869	868	867	866	865	864	863	862	861	860	859	858	857	856	855	854	853	852	851	850	849	848	847	846	845	844	843	842	841	840	839	838	837	836	835	834	833	832	831	830	829	828	827	826	825	824	823	822	821	820	819	818	817	816	815	814	813	812	811	810	809	808	807	806	805	804	803	802	801	800	799	798	797	796	795	794	793	792	791	790	789	788	787	786	785	784	783	782	781	780	779	778	777	776	775	774	773	772	771	770	769	768	767	766	765	764	763	762	761	760	759	758	757	756	755	754	753	752	751	750	749	748	747	746	745	744	743	742	741	740	739	738	737	736	735	734	733	732	731	730	729	728	727	726	725	724	723	722	721	720	719	718	717	716	715	714	713	712	711	710	709	708	707	706	705	704	703	702	701	700	699	698	697	696	695	694	693	692	691	690	689	688	687	686	685	684	683	682	681	680	679	678	677	676	675	674	673	672	671	670	669	668	667	666	665	664	663	662	661	660	659	658	657	656	655	654	653	652	651	650	649	648	647	646	645	644	643	642	641	640	639	638	637	636	635	634	633	632	631	630	629	628	627	626	625	624	623	622	621	620	619	618	617	616	615	614	613	612	611	610	609	608	607	606	605	604	603	602	601	
---------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	--

4.12 Certification by Applicant Organisation

To be signed by a Designated Officer of the Applicant Organisation.

PROJECT TITLE Leadership for Change

I certify that the information contained in this Application is correct and confirm that this project will be carried out as described, and that the grant requested is the minimum necessary for the project to proceed.

I confirm that this organisation will undertake regular monitoring of the project to ensure it conforms to the application and the Regulations and that adequate management and financial safeguards, including internal audit procedures, exist.

I will inform the Programme Management Executive and the Scottish Executive immediately and within the life of the project of any significant changes to the project.

I acknowledge that this project will be subject to regular monitoring and undertake to keep adequate records for this purpose. I also acknowledge that the European Commission, the European Court of Auditors, and/or the Scottish Executive may carry out on the spot checks.

I undertake to repay on demand, to the Scottish Executive, any grant paid, if the European Commission, the European Court of Auditors and/or the Scottish Executive decide after investigation that the project has not been carried out in accordance with the application and/or the European Social Fund Regulations.

Applicant Organisation Name
Match Funding Committed to this Project
Name of Designated Officer
Position in Organisation
Address

Scottish Council for Voluntary Organisations
DL1079
John Ferguson
Director of Development and Programmes
Floor 3, Centrum Building, 38 Queen Street
Glasgow
G1 3DX
16/10/09
Floor 3, Centrum Building, 38 Queen Street
Glasgow G1 3DX

Postcode
Signature of Designated Officer
Date
Contact Person for this Project
Address
Telephone

Official Stamp of Organisation

SCOTTISH COUNCIL FOR
VOLUNTARY ORGANISATIONS
FLOOR 3, CENTRUM BUILDING
38, QUEEN STREET
GLASGOW
G1 3DX

4.13 Certification by Public Match Funders

To be signed by a Designated Officer of the Lead Public Authority for projects where the Applicant is not the Lead Match Funder.

PROJECT TITLE: [Redacted]

I confirm that this Authority will undertake regular monitoring of the project to ensure that it conforms with the application and the Regulations and that adequate management and financial safeguards, such as audit procedures, exist. I understand that this authority will be expected to certify the above when each claim for payment is made.

Lead Match Funder Name	
Match Funding Committed to this Project	
Name of Designated Officer	
Position in Organisation	
Address	
Postcode	
Signature of Designated Officer	
Date	
Contact Person for this Project	
Address	
Telephone	
[Redacted]	

[Redacted]