Cross Cutting Themes

Sharing Learning Webinar

Building Better
Opportunities Evaluation

NATIONAL
LOTTERY FUNDED

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European
Social Fund

Objectives of the webinar

To share resources and learning to support BBO projects to (further) develop and operationalise action plans to respond to the ESF Cross Cutting Theme requirements.

Webinar Agenda

1. **Welcome and speaker introductions**
2. **Introduction to CCTs**
3. **BBO Requirements**
4. **What works/good practice from previous delivery in responding to CCTs**
   - **Action planning**
   - **Continuous improvement**

Introduction to the Cross Cutting Themes

Two ESF cross-cutting themes ("CCTs" or "horizontal themes") **must** be fully integrated into the development and delivery of **every** BBO project.

- **Sustainable Development** - about meeting the needs of the present, without compromising the ability of future generations to meet their own needs. It recognises the need to balance environmental, social and economic considerations when designing and delivering activities.

- **Equal Opportunities and Non-Discrimination**- The need to treat everyone equally, regardless of race, gender, age, religion and belief, sexual orientation, marital status or disability, plays an important part in the sustainable development of local economies. As an employment and training based programme, it is a key aim of BBO to reduce inequalities in the labour market.

Sustainable Development in more detail

- *Sustainable development* appreciates the developing environmental and economic demands as a result of globalisation

- BUT the commitment to sustainable development set out in the ESF [operational programme document](#) requires projects to consider the impact of their activities on the <u>environment</u> focusing on:
  - preserving, protecting and improving the quality of the environment
  - the need to prepare for expected changes to the environment and climate.

- All projects, whether they have an environmental focus or not, must take the environment into account when delivering their services.

Equal Opportunities in more detail

- All organisations involved in delivering the projects must be committed to promoting *equal opportunities and non-discrimination* in all areas of their work.

- This should be in line with current legislation, including the Equality Act 2010.

- The following principles were outlined in the ESF operational plan:
  - no exclusion on the grounds of protected characteristics;
  - projects are designed to meet the needs of all potential participants;
  - services are responsive to the needs of all communities and underrepresented groups;
  - support is targeted towards under-represented communities where relevant;

Resources to further help you or your staff understand what the CCTs are:

- ****Key document**** BBO Guide to Delivering European Funding – Section 10 of the guidance – Cross Cutting Themes produced by the Big Lottery Fund

- Cross-Cutting Themes Guidance for European Social Fund (Sustainable Development and Equality) produced by the Managing Authority.

- Points to consider document produced by the BBO Support Contract which briefly explains the background and mandatory requirements on CCTs

CCT in the BBO Programme

- Two ESF cross-cutting themes must be fully integrated into the development and delivery of **every** BBO project.

- The CCTs are subject to monitoring, evaluation and **<u>audit</u>**

- Lead organisations within the BBO programme, need to
  1. Develop a policy for each of the CCT themes
  2. Turn your policy into an action plan to put it into practice across the project and partnership
  3. Monitor the action plan and show continuous improvement
  4. Notify Big Lottery Fund regularly on your progress towards them

Develop a policy for each of the CCT themes..

- You can use your organisational policies to develop policies specific to your BBO project.

- Cross Cutting Themes [webinar recording](#) and [slides](#) produced under the BBO Support Contract provides a more detailed introduction to what a policy should cover.

Turn your policy into an action plan to put it into practice across the project and partnership…..

- Suggested action plan templates were produced under the BBO Support Contract for [Sustainable Development](#) and [Gender Equality and Equal Opportunities](#)

Monitor the action plan and show continuous improvement….

Objectives and activities in the plan need to have measures and indicators attached. Suggested steps would be:

1. Set simple baseline/s;
2. Action and monitor implementation of your plan as regularly as you can;
3. Keep a record of progress and review it.

MA guidance, Feb 2017, p.5, : "**The baselines and subsequent measurements can be set in <u>very simple terms</u>**"

Notify Big Lottery Fund regularly on your progress towards them

Sustainable Development Action Plan

Area	Actions	Baseline , monitoring and reporting
Waste	• **Reduce** what comes into the organisation; buy less, use multiuse products, avoid single use/disposable items, pay attention to packaging, cancel unwanted mail. • **Reuse** have re-use points (stationary, plastic bags etc..), re-purpose and donate. • Where new equipment is purchased, ensure the most energy efficient that is able to undertake the role is purchased. Check whether any other surplus equipment was available, rather than buying new products as a default. • **Recycle** - Find out what your waste contractor/council collects, Set up well signposted recycling bins to segregate the waste, clearly displaying what can go in them, Get rid of desk bins to encourage people to think about their waste, See if anyone wants your compostable organic waste (teabags, coffee grounds, fruit, veg).	• For an approximate figure use the number of collections/number of full bags/recycling boxes. • For a more realistic figure use luggage scales to weigh the waste for a selected short period of time.
Energy Consumption	• Switch things off when they are not in use. • Educate people on what can be turned off/efficient equipment use. • Use low energy lighting and when choosing new equipment look at the energy ratings. • Think about the heating and cooling of buildings and stabilizing the temperature by using windows/blinds/heaters/doors/air con/thermostats effectively. • Only heat/light/power the areas you need to.	• Gas and electricity bills • Meter readings • Equipment/lights spot checks • Clip-on energy meters (for separate pieces of equipment/rooms/floors)

[1] CESI (2013) Evaluation of Want to Work

Travel	- Make public transport the standard way to travel. - Hold meetings in locations well serviced by public transport. - Make bus/train times available on any leaflets or posters you issue. - Make copies of local timetables available at all of your venues. - Encourage walking as a mode of transport - Consider a 'pram pushing policy' - offer provision within walking distance of the community being served - Look at the provisions for cyclists (some LA's offer grants to improve this). - Purchase bicycles, rather than using motorbikes, for staff to use during their outreach work. - Make car journeys the exception. - Use shared transport or car sharing for staff attending events. - Embrace flexible working, consider allowing home working. - Only hold face to face meetings when they add value. - Use electronic communication, including Skype and video conferencing	- Mileage claims/rail tickets booked/taxis expenses - If a travel management company is used to book tickets through they can produce reports (including CO_2). - Record number of public transport timetables distributed, car share journeys etc.
Paper	- Avoid printing where possible, if printing: - Set the printer defaults to black and white/double sided. - Use 100% recycled paper - Print preview the document, format it to fit on a few pages as possible - Print the necessary sections of large documents rather than the whole document. - Limit meeting paperwork (everyone doesn't need a printed agenda) - Recycle paper when it is no longer useful - Adopt ICT technologies to reduce the need for paper based activity. - Where possible joint events with other organisations, rather than two separate events being run. This reduced the amount of advertising materials that had to be printed.	- Paper used or ordered. - The number of toner cartridges used. - Print reports from the printers or from the printer contractor.

[1] http://www.brighterfuturestogether.co.uk/brighter-futures-together-toolkit/write-an-environmental-policy/
[2] Welsh European Funding Office Cross Cutting Themes Environmental Sustainability Fact sheet ESF Programmes
[3] CESI (2013) Evaluation of Want to Work

Resources to support identification of objectives, activities and measures for SD plans

Other ESF programmes (and projects within them) have produced sustainable development action/implementation plans which can provide inspiration, for example:

- Her Majesty's Prison and Probation Service Co-Financing Organisation

- Greater London Authority ESF 2014 - 2020 Co-Financing Authority

- Individual provider Sustainable Development plans:
  - Shaw Trust
  - Career Connect

Developing and monitoring the action plan – Equal Opportunities

Area	Actions	Baseline , monitoring and reporting
Engagement and recruitment:	• **Outreach** - Going out to find particular groups, works better than expecting them to come to you. This might be, for example, meeting women at school gates or when attending surgeries, support or interest groups. • **Partnerships** - Building relationships with staff in referral agencies such can be extremely valuable. It can build mutual understanding so that projects can maintain on-going relationships and information flow. • **Engagement** - Informal activity such as coffee mornings or informal taster sessions is effective to offer a safe opportunities to find out about programmes, discuss their interests and concerns and meet staff before they commit to a programme. Including family and carers in these initial activities can help with engagement. Extend the concept of the open day to the 'open week' or 'open module'. Here clients effectively take their first steps in a project but without making any commitment, or signing-up until the end of the taster period. • **Systems/processes** to allow discrete declaration of disabilities or learning difficulties and disabilities assists engagement and ability to tailor subsequent support.	Baseline • Review current engagement strategy Monitoring: • No of outreach activities, • No of new groups visited • Equality indicators/output targets
Venues	• Venues for training were selected that offered a neutral environment (many participants had bad experiences at school or college). • Smaller more informal venues may be more approachable for some. • Accessibility to venues and equipment and materials.	Baseline • Review current delivery plan Monitoring: • Record accessibility features of venues

Accessibility	• Any training or interventions training should be offered close to where groups live or on accessible public transport routes. • A 'pram pushing policy' can mean provision is within walking distance of the communities they serve. • Women-only groups and spaces can make training more attractive and accessible to some groups. They may feel more comfortable or safer than they would in a mixed environment, for example, because of religious or cultural reasons or their experiences of violence and abuse • Provision must be flexible to support access for individuals with caring responsibilities or those with disabilities. The dates and timing of sessions is a consideration where individuals attending have domestic or childcare responsibilities. Strategies to consider include timing them to fit with school times or to take place in term time. • Opportunities to train remotely or online can enhance access for some (disabled people, carers etc.). • Provision should promote access for disabled people, including access to premises and provides specialist equipment/practices, covering all forms of physical and mental disability.	Baseline • Review current delivery plan Monitoring: • Record locations • Record intervention timings and fit with public transport timetables/caring responsibilities • Profile of groups/courses attendees • Remote access to support
Support	• Supporting access to childcare provision is a pre-requisite to enable some women to attend or engage, especially mothers of pre-school children or in the school holidays. This support might include offering childcare directly or providing details of local childcare provision and information about financial support for childcare. • The content and delivery of provision needs to be accessed, understood and applied by people of all groups.	Baseline • Review current delivery plan Monitoring: • Information on childcare provided • Childcare provided directly • Adaptions made to provision to meet needs

[1] http://www.brighterfuturestogether.co.uk/brighter-futures-together-toolkit/write-an-environmental-policy/
[2] Welsh European Funding Office Cross Cutting Themes Environmental Sustainability Fact sheet ESF Programmes
[3] CESI (2013) Evaluation of Want to Work

Continuous improvement – what works

Continuous improvement – what works

- Having a dedicated person that co-ordinates the approach overall and having clear goals at the beginning of the project makes the response to CTT stronger

- A 'Community of Practice' for example sharing experience and ideas on CCT achievement with other projects or providers within your partnership can reinforce the approach to CCTs

- Several other practical tools are available that could be used as part of a self assessment process.
  - The Implementation Plan Assessment Tool is detailed tool for assessing how ESF providers are delivering sustainable development in practice.
  - A best practice evidence matrix was developed based on learning from the previous programming period – this could be useful for monitoring partners

Continuous improvement – what works

Best Practice Evidence

The following table provides some examples of best practice activity that a provider (and other organisations involved in delivery of the contract) may demonstrate which shows their commitment to continuous improvement in sustainable development (i.e. over and above the minimum/contractual requirement). There is an expectation/aspiration that providers will strive towards continuous improvement throughout the duration of the contract. The table below should be used to record all best practice activity that the provider demonstrates – this can be either from the list of examples provided below or additional/alternative examples that are provided by the provider.

Examples of best practice activity	Achieved (Y/N)	Additional comments/evidence (e.g. Provider has provided a copy of their organisational level policy)
Provider takes part in the annual ESF SD mainstreaming 'Leader' awards		
Provider has an organisational level sustainable development policy Provider has an organisational level sustainable development strategy		
The provider's organisational level policy and/or strategy links with their other organisational level strategies (such as Corporate Strategy, Communications Strategy, Commercial Strategy etc)		
The provider's organisational level policy and/or strategy is supported by senior management and driven down from the very top of the organisation		
The provider's organisational level policy and or/strategy is scrutinised by an external party		
Provider has a named Sustainable Development Champion in the organisation who has received some relevant training		
All staff in the organisation have received sustainability related training and refresher training		
Sustainability related objectives are included in key staff's personal objectives		
Provider publicises their sustainability related achievements		
Provider identifies sustainability risks in their organisation and has a process to manage the risks		
Provider communicates sustainability principles and aims to its sub contractors and suppliers		
Provider has targets to improve sustainability aspects with sub contractors and suppliers		
Provider increases awareness of sustainability to those participating in its provision programmes/contracts (e.g. as part of delivering SD modules)		
Provider measures its achievements/performance in sustainability 14000 series of Environmental Management Systems		

Empowering Enterprise 18-24

Cross Cutting Themes

Designing the action plans

- Reviewed guidance in detail

- https://www.bboesfsupport.com/resources/Cross-Cutting-Themes

- Used the templates provided as a starting point

- Invited partners to join the CCT sub-groups

- Designed the action plans together

Designing the action plans

Aims, Objectives and Activities:

- Identify overall aim (set by Big Lottery)

- List objectives under that aim – try to link these to your project outcomes

- List activities you will undertake to meet the objectives

- Keep it simple and measurable, as far as possible

Designing the action plans

Aim 3

Ensure that Empowering Enterprise is accessible by those hardest to reach

Objectives

To identify and tackle barriers

To tailor provision

To embrace technology

Activities

Designed to enable the partnership to meet each of the objectives

Excerpt from GEO action plan

Objective	Activity	Deadline	Who	How do we know we've achieved?	Progress	Follow up	Status	Monitoring
Aim 1 - Understand the different needs and challenges of the people who will benefit from Empowering Enterprise (EE 18-24)								
To Establish Gender Quality and Equal Opportunities (GEO) subgroup	Set up a subgroup from within the partnership to lead on equal opportunities, meet quarterly to review GEO and report back to the partnership.	Q3 2016	Petroc	Subgroup meetings commence and are scheduled for future	First subgroup meetings took place 23 August 2016 and 14 September 2016		Complete	GEO subgroup accountable to whole partnership - they will present an overview of progress at all quarterly meetings.
	GEO subgroup to research exisiting guidance and evidence gathered from previous projects run by Petroc, the partners and other local projects.	Q3 - Q4 2016	Petroc's Delivery Manager and the GEO subgroup	Documents read and ideas shared at September meeting.	September 2016 - reviewed range of documents for example ESF Good Practice Guidance; Equality Matters document; Increasing Women's Participation in ESF; Is England Fairer (2016) and Is Britain Fairer (2015) EHRC.	GEO subgroup to identify and read new research as it becomes available.	Complete	Equality Champion will monitor new publications and share them with the subgroup where relevant.
	GEO subgroup to review statistics as a benchmarking exercise.	Q1 2017	Petroc's Delivery Manager and the GEO subgroup	Aspirational Aims framework completed	Above research and project targets used to set Aspirational Aims. Nov 17 - Aspirational Aims still to do. DCT are working on an initial evaluation report which will provide some benchmarking data for dissemination at Jan 17 Partner meeting.	Nov 17 - Partnership to work on Aims. Nov 17 - DCT collating benchmarking data.	In progress	Aspirational Aims framework (see below)
To identify the hardest to reach and enable them to progess	Aspirational Aims framework. GEO subgroup will use their research and discussion to identify the groups of young people who will benefit from the project, and establish what success will look like for different groups. This framework will include those who are most at risk of social exclusion as listed in our original Project Outline Summary.	Q4 2016 - Q1 2017	GEO subgroup and GEO Champion	Targets as set by funders, and within our Aspirational Aims framework, will be met.	Disadvantaged groups identified (subject to review). Jul 17 - Project starting this month so we will begin to benchmark participant characteristics Nov 17 - Data being collated by DCT for evaluation report.	Outcomes for different groups to be discussed at next quarterly meeting (Q1 2017 Q3 2017). Nov 17 - Still ongoing - follow up at next meeting (Nov 17.) Nov 17 - DCT collating data.	In progress	We will use our database to monitor the characteristics of those young people we are working with and report to partnership and funders.
To achieve co-design of the								

Excerpt from SD action plan

Powering Enterprise (EE 18-24) to take account of sustainable development opportunities identified by subgroup

To increase capacity of existing organisations and highlight green opportunities across all aspects of EE 18-24

Environmental:
- Participants work on projects with environmental strands
- Find projects that enhance local buildings, community venues and green spaces.
- Meet local environmental need.
- Promote responsible, and legal, waste and resource management
- Promote green volunteering

Economic:
- Share resources
- Share knowledge
- Avoid duplication

Social:
- Network for more efficient, appropriate referrals
- Meet genuine local need

Action	Timescale	Responsibility	Measure	Progress notes	Further action	Status	Monitoring
Partner meetings and workshops Partners will be required to meet regularly to ensure understanding of each others' delivery. This will provide opportunities to communicate, share best practice, funding ideas and resources, join up services and avoid duplication of efforts.	Q1 2017 - all partner meetings will be pencilled into diaries	Petroc and partnership	We are exploring methods to assess capacity of partners and improvement over the duration of the project.	30/08/16 Initial partnership meetings are taking place and there is already potential for a strong network of providers working together across the region. Jul 17 - Partner meetings booked in for whole project duration. Jul 17 - DCT taking baseline data to establish capacity at the current time. Planning to invite Planet Mark to the next one Nov 17 - Planet 1st booked in for March meeting	Jul 17 - once DCT has gather baseline date, monitoring of progress will be worked into impact measurement tool. Activity complete as all meetings booked in and meeting attendance target recorded on target profile	Complete	We are exploring options to monitor improvement of capacity across the partnership
Environmental protection cheat sheet The SD Subgroup will develop a brief cheat sheet with quick references to important information such as the WEEE Regulations, Animal By-products Regulations, other waste disposal and recycling regulations, with links to guidance	Q2 2017 in time for project start	Petroc SD Champion with the SD subgroup	All organisations will meet legal requirements and have resources to support internal communication on relevant information and support.	Talking to PlanetMark as they likely have resources we can use Nov 17 - next call with Planet 1st booked for 16 Nov.	Nov 17 - Planet st 'Beginner's Guide to Carbon Footprinting - may be useful. To follow up.	In progress	Our online training, which 100% of staff on EE 18-24 will have to take (see below), will test awareness.
Involve key organisations - Social enterprise networks - Local Enterprise Partnership and their special interest groups - Local enterprise partnerships - Association of local councils - Chamber of Commerce - Local voluntary services, e.g. NDVS - Broker services	End of project - the improved capacity and strong network should continue as a legacy of the project.	SD subgroup to identify opportunities for capacity increase and ensure this aim underpins all networking within and beyond the partnership	Improved capacity and support across the partnership and sector - DCT will measure this as part of imapct measurement.	Jul 17 - Strategic steering group and partnership meetings all booked. Sep 17 Subgroup meetings underway PlanetMark to support Nov 17 - speak to DCT about Nov 17 - next call with Planet 1st booked.	Jul 17 - DCT and SD Champion to liaise once baseline date collected Nov 17 - speak to DCT about their progress in community engagement, and their travel research.	In progress	SD subgroup to invite and monitor input from relevant organisations
Projects 'Bucketlist'. Potential team project list to be hosted centrally. Saves repeating work and ensures projects all contain a strand of environmental sustainability and meet a local need.	Q1 2017 - create system. Ongoing - partners to add projects.	All partners to share projects with Petroc to be	A menu of up to date environmental project opportunities will be available.	Jul 17 - Overdue as system to collate possible projects not yet complete. It will likely sit on our Partner Portal (3P) - SD Champion to review. Sep 17 Added to 3P - will start to populate with support from subgroup in first instance. Nov 17 - planning to host on the website.	Contact organisations such as: - National Parks - Biosphere Reserve - Local community projects - Marine organisations - Local authorities Nov 17 - will establish layout and website area so partners can populate. Once system in place, aim complete.	Overdue	Monthly checks to review progress

Putting them into action

- Get participants, staff and partners involved

- Delegate to the sub-group

- Track progress

- Report outcomes

Measuring progress

- RAG rate on action plan
- Sustainability goals
- Aspirational aims
- MI system
- Distance travelled
- Feedback
- Satisfaction
- Evaluation and impact measurement

Continuous improvement

- Quarterly review of plan

- Sub-group report to partnership

- Partners contribute in performance calls and quarterly reports

- SD and GEO Champion dedicated to managing progress and reporting on achievement against the objectives

Reflections on the plans

- A lot to do!

- Focus on the aims and objectives – not every single predicted activity will happen as anticipated 18 months ago

- Treat the document as dynamic, make changes and version control

- Measurable and realistic?

- How to get the whole partnership involved – Partnership Commitment

Q & A Session

A few reminders…

- Join the Yammer group to continue the discussions and shared learning

- Webinar recording and slides will be available shortly

- Speak to your FO if you have any questions on guidance/BBO requirements

Thank you for participating!