

APPENDIX B - Project Mandate

VERSION 6 20.01.2022



1 - PROJECT DETAILS

Project Name:	<i>Aspire to Be</i>
Project Location/ Address, including Post Code and Local Authority Area:	<i>Leger Way, Doncaster, South Yorkshire, DN2 6AY</i>
Organisation Name, Size & Company Registration Number (if applicable):	<i>Doncaster Deaf Trust, SME with approximately 270 employees. Reg:4105045, Charity number:1088060</i>
Is your organisation an SME? If so, state size of organisation (Micro, Small or Medium)	<i>Medium</i>
Contact Name and Role:	<i>Tina Rafferty- Programme Manager, Aspire to Be</i>
Address:	<i>Leger Way, Doncaster, South Yorkshire, DN2 6AY</i>
Email:	<i>Tina.rafferty@cscd.ac.uk</i>
Telephone:	<i>01302 386711</i>
Other Delivery Partners and Roles:	<i>N/A</i>
Estimated total project cost	<i>£465,000.00</i>

2 – SOCIAL VALUE ELIGIBILITY CONDITIONS

2.1 Please confirm how you intend to comply with the eligibility conditions for accessing support from the Mayoral Combined Authority. Full details of the conditions, why they are important and examples of how they can be achieved and measured can be found here <https://governance.southyorkshire-ca.gov.uk/mgConvert2PDF.aspx?ID=10630>

The conditions and your current position (taking into account your organisation size and level of funding sought) will be discussed and will form part of your contractual obligations

Conditions	How is your organisation currently delivering against these conditions? (e.g. have you achieved, are you working towards or is it not yet something you are doing?)	What evidence do you have for your current position? How will you measure future change?	Please provide any further details here
1. Pay Real Living Wage to full and part time employees, for regularly contracted hours and overtime	Incremental transition to Real Living Wage Foundation rate for all lower banded staff on Nursery pay scale and general cleaning staff completed January 2022. All other Trust staff salaries are above the Real Living Wage Foundation rate.	Staff recruitment and retention data. Comparison to sector pay rates. Recommendations of the Real Living Wage Foundation.	
2. Ensure secure work for employees, with zero hours contracts only for those who want them	A very limited pool of bank staff are engaged on zero hours contracts that includes an enhanced rate to include monetary value of accrued annual leave.	Gradual reduction of the need for bank staff.	
3. Spend more with local suppliers in South Yorkshire, particularly with SMEs and the Voluntary, Community and Social Enterprise (VCSE) sector	Social and economic contribution across South Yorkshire by way of outcomes and training opportunities and signposting that will impact positively in local communities	Employment outcomes will impact on spending power. Volunteering and work experience opportunities. Signposting to local services.	
4. Empower employees to be informed about the business and involved in decision-making	The Trust engages with staff on a Quarterly basis through the vehicle, staff Consultative Committee (SCC) to	Staff satisfaction surveys. Meeting minutes and agreed action plans.	

	<p>discuss and encourage input from staff on all matters concerning general Trust operations, wellbeing initiatives and employment matters.</p> <p>The SCC comprises of representatives from all areas of the trust operation, including Aspire to Be</p>		
<p>5. Enhance workforce diversity</p>	<p>The trust is committed to creating an equal and inclusive working environment. The Trust engages with nominated service leads representing all areas of the Trust through the Equality, Diversity and Inclusion Committee platform. The Committee's terms of reference include the use of demographic monitoring to ensure that equality and diversity is a key factor of the recruitment policy.</p>	<p>Evidence from (100%) of existing staff would be taken from the Equal opportunities monitoring form. Data that is populated by new employees upon engagement, is collated and included in annual staff demographic surveys. The demographic of our ethnic make-up is reflective of 20% of the number of applications received from people of ethnic minority backgrounds. We encourage all to apply no matter the ethnic background when advertising vacancies and on application forms</p>	<p>Internal and external auditing of our Equality, Diversity and Inclusion policy. The policy is subject to scrutiny by local authorities, OFSTED, Investors in Diversity inspection framework.</p>

<p>6. Offer more pathways into employment through work experience, placements, internships and apprenticeships</p>	<p>The trust continues to offer work experience and longer-term placements across all areas. In specific areas of the trust i.e., Nursery and estates management we offer an ongoing apprenticeship programme and subscribe to the apprenticeship levy fund. Aspire to Be staff have accessed adult apprenticeship training for the benefit of their personal development</p>	<p>20% of those engaging with our services gain additional skills by utilising services within the trust by ways of work experience. Those whose skills match vacancy opportunities within the trust, are considered for internships that could lead to employment and apprenticeships opportunities</p>	<p>This will be monitored on a continuous basis going forward for all individuals that engage with our services</p>
<p>7. Support staff progress in the organisation through training and development</p>	<p>Training and Development of all Trust staff is a key element of the Trust's 5-year Strategic Plan (2020 – 2025) and is supported and delivered through the Performance Management system and procedures. And subject to a relevance review on an annual basis, or as required.</p>	<p>Individual and departmental KPI's. Expansion and wider scoping of the staff skills-matrix.</p>	
<p>8. Engage with local communities</p>	<p>Actively engaged with the local Deaf community in South Yorkshire via a social club arranged and supported on site by staff and volunteers</p>	<p>Deaf Social Clubs around the SY region</p>	
<p>9. Achieve Net Zero</p>	<p>Staff are encouraged to car share and the trust has invested in installing several cycle parking facilities around the campus</p>	<p>Design development of the Trust's estate roadmap. External audit of current facilities commission.</p>	

<p>10. Create a healthy workplace</p>	<p>Appropriate wellbeing initiatives are in place for all Trust staff to access at will. The resource point for staff to access health and wellbeing provision, including 1:1 GP support on all medical matters as well as early intervention mental health counselling and support for the staff member and their family is delivered through the Westfield Healthy Extras programme. Our contracted catering service is operated by Sodexo and staff and students have daily access to nutritionally balanced food menus.</p>	<p>Reduced percentages of short term and long-term absenteeism.</p> <p>Staff satisfaction surveys.</p> <p>Feedback at Staff Consultative Committee.</p> <p>Staff retention figures.</p>	<p>Lost time through absence percentage is currently an average 3.33% compared to the educational and care sector average of 10% Staff turnover for 2021 – 2022 was 4.52% current year staff turnover is 1.49% both figures well below the education and care sector average of 16.1%</p>
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3 – PROJECT SUMMARY

3.1 – Tell us about the project

Please provide a summary description of your project and what you intend to achieve. Why are you looking to embark on this project? What do you want to achieve? What is the problem you want to address or what is the opportunity? What is the project about?

The project is a unique tailored and individualised non-accredited programme for the people of SY who have Special Educational Needs & Disabilities and promotes sector specific learning, independence skills, and mindset change in readiness to enter/re-enter the world of work and or pathways into FE/Apprenticeships where applicable. The programme is designed to build on personal skills and provide opportunities to increase confidence, self-esteem, self-development, and improve their health and well-being.

The programme offers sector specific non-accredited learning at our premises that cover basic industry standards and encompass elements of a Level 1 qualification along with real work environment training in industries, such as: - Hospitality, Logistics/Driving, Warehousing/Distribution and Retail.

Our qualifications have been inclusively designed to aid support for those with limited abilities or anxieties that would otherwise be excluded or would not engage in an educational based setting. (Office of National Statistics based 2022) survey shows, disabled people who were “limited a lot” were almost twice as likely to have no qualifications than non-disabled people (10.1% compared with 5.4% – a significant difference).

There are 1.4 million people in the UK classified as having a learning disability (Mencap 2019) and according to estimates, just 4.8% are currently in paid employment despite a willingness and ability to work, statistics show East Midlands (includes South Yorkshire Regions) having the lowest rate (BASE stats 2020/21).

Our programme has already placed 50 people with SEND into employment in the SY region during the past year who would not have otherwise entered employment but remained on the benefit system without the help and support of this programme, due to us being uniquely set up to support people with SEND which other mainstream provision cannot provide due to not having the knowledge, experience or expertise required.

The service operates Monday to Friday, 9am – 5pm and includes a team of specialist Work Coaches, an Employment Liaison Officer and access to a range of therapies (Speech & Language and Occupational Therapy) and L2 BSL trained staff.

What do you hope to achieve by delivering the project?

The problem

The SYMCA Strategic Economic Plan has 'inclusion' as one of its 3 core strategic horizons but has allocated virtually none of the Adult Education Budget to people with SEND through a targeted approach.

1. The focus of the procured commissioning 'Lots' has been the delivery of qualifications which for people with SEND is not meeting their needs. Many adults with SEND are looking for work or trying to get out of the welfare and benefits system.
2. A lot of adults with SEND have previously been funded via ESFA programmes and cannot access the current SYMCA offer via the 'Lots' or other provision.
3. JCP Advisers and Employment Support Advisers generally refer to Welfare to Work/training programmes like IPES, Health & Wellbeing, Restart, Jets, Advance, Skills Support for Unemployed, Skills Support for the Workforce, Skills Support for Growth (skills support services, Find Good Work under Working Win banner which come to end in March 23) and are not suitable, appropriate or specialist provision or these individuals, with many of the Advisers target driven to refer to Welfare to Work programmes.
4. DWP programmes and other training providers do not have the necessary knowledge, experience or skills needed to meet the needs of adults with SEND. They often enquire about referring learners to specialist providers like Aspire to Be but without funding.

The solution

1. Provide funding to Doncaster Deaf Trust to deliver up to 18 months engagement for 200 individuals with SEND who reside within the South Yorkshire region, with an outcome of 50% into employment for those aged 16 – 60+ as a project to develop the SYMCA strategic horizon of inclusion.
2. A partnership with SYMCA would promote the inclusion strategic horizon in the SEP and evidence innovation in the SEND arena across South Yorkshire.
3. To widen our offer to those who due to contractual restraints we were unable to help, create more links with employers from different sectors across South Yorkshire to further develop and strengthen the non-accredited provision in place at Aspire to Be to advance into other sectors to enhance service users understanding of job roles and expectations.
4. Promote the Disability Confident employers' scheme as a tactic to engage with the SEND community and support employers to fill job vacancies. Demonstrate how support via specialist organisations can facilitate the scheme and engage employers to consider potential employees with SEND.
5. Contribute to reducing the unemployment rate for those with SEND across the South Yorkshire region
6. Promote the success stories and practice developed in Aspire to Be to the SY region and beyond as a partnership initiative with a focus on the development of the inclusion agenda in the SYMCA vision.
7. Strengthen the existing relationships with JCP Advisers and other referring agencies and further develop across South Yorkshire.

Please refer to attachments 1,2 & 3 – JCP feedback, Case Study and Employer feedback

4 – STRATEGIC ALIGNMENT

4.1 – Using the table below, please set out which of the MCA’s Core Strategic Outcomes (Stronger, Fairer and Greener), as set out in the Strategic Economic Plan and Renewal Action Plan, your programme/project will contribute to.

Projects that deliver against at least one indicator from all three of Strategic Outcomes (Stronger, Greener, Fairer) are more likely to be prioritised for investment.

Useful links:

For details of the Strategic Economic Plan (SEP)

[https://southyorkshire-ca.gov.uk/getmedia/4256c890-d568-42c8-8aa5-c8232a5d1bfd/SCR_SEP_Full_Draft_Jan_21-\(accessible\).pdf](https://southyorkshire-ca.gov.uk/getmedia/4256c890-d568-42c8-8aa5-c8232a5d1bfd/SCR_SEP_Full_Draft_Jan_21-(accessible).pdf)

For details of the Renewal Action Plan (RAP)

<https://southyorkshire-ca.gov.uk/getmedia/bf2c27b2-a5c7-4ac5-ac64-b4f8798df095/Sheffield-City-Region-Renewal-Action-Plan-Document-Final.pdf>

Theme	Indicator	Outcome	Contribution from this Programme/Project e.g. increase in [outcome] of x [number/%] by y [year]. Please be specific as you possibly can be at this stage of the project.
Stronger – Achieve sustained, inclusive growth, underpinned by productivity gains that matches the UK average	Productivity per hour worked	A higher productivity workforce	Advantages of hiring those with a disability Quality- work, staff retention, motivation Corporate Culture – diverse work force, improves job morale and behaviours = Improvement in performance and productivity, and offers employers a wider pool of talent. 50% (100) will have achieved employment by Oct/Nov 2024
	High growth business	A larger proportion of high growth businesses	N/A
	Business density	More businesses in the area, relative to population	N/A

<p>Greener – Drive forward environmental sustainability to achieve our net-zero carbon target by 2040</p>	<p>Flooding</p>	<p>Better protect over 17,000 homes and businesses, and regionally significant infrastructure across South Yorkshire</p>	<p>N/A</p>
	<p>Carbon emissions</p>	<p>Reduced carbon emissions</p>	<p>Travel forms part of the employability process, service users are encouraged to look at types of travel i.e., short distance travel either walk or cycle & Public transport timetables for best mode of transport to work. This is done with 100% of those who engage. Discuss with employers/service user regarding car share schemes for the 50% (100) who gain employment</p>
	<p>Carbon intensity of transport network</p>	<p>Improved carbon intensity</p>	<p>As above</p>
<p>Fairer – Unlock prosperity by eliminating the wage gap and other inequalities (particularly health) with South Yorkshire and between South Yorkshire and the national average and by improving standards of living for</p>	<p>Economic inactivity & unemployment</p>	<p>Fewer people are economically inactive and unemployed</p>	<p>50% (100) of service users in work by end of project</p>
	<p>Wage levels</p>	<p>A lower proportion of employees on low earnings</p>	<p>Increase in skills and employer liaison intervention will enhance career opportunities for 50% (100) service users</p>
	<p>Qualifications & skills</p>	<p>A higher proportion of working-age population possess higher qualifications, indicating progression in education and employment.</p>	<p>100% of those who engage will have increased knowledge of learning and gained skills that could link to apprenticeships, pathways to FE and employment. Progression is evidenced through the unique non-accredited modules designed for various employment sectors by Aspire to Be.</p>

disadvantaged communities	Personal Wellbeing	Improved personal wellbeing (as measured by indicators on feeling life is worthwhile, life satisfaction, happiness, and anxiety).	About me - is a diagnostic tool that 100% of those who engage will partake in completing at various stages of the programme and used to capture, assess and measure to show improvements or to highlight the need for further intervention or signposting
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5 – SYMCA SUPPORT REQUIRED

5.1 How can the South Yorkshire MCA support the delivery of the project?

Aspire to Be – Breakdown of service costs

Costing for SYMCA Contract	310,270		465,405		
	Annual Costs		18 month Contract		Notes
Gross pay	218,302		327,453		
NI	21,045		31,568		
pension	19,005		28,508		
Total Direct Staff Costs	258,352		387,529		current costs plus provision for 10% uplift
Indirect staff costs (SALT and other BSL staff)	5,000		7,500		estimate
Staff training	3,400		5,100		estimate
Apprenticeship levy	1,092		1,637		0.5% of gross pay
travel costs	7,000		10,500		estimate
clothing and PPE	2,250		3,375		estimate

stationery	2,500		3,750		estimate
copying and printing	1,800		2,700		estimate
telephony	850		1,275		estimate
postages	700		1,050		estimate
utilities (2.2%)	12,826		19,239		2.2% of water, gas and electricity
Central services recharge	14,500		21,750		estimate
to cover:					
<i>repairs and maintenance</i>					
<i>grounds maintenance</i>					
<i>IT provision</i>					
<i>strategic management</i>					
<i>finance & HR</i>					
	310,270		465,405		

6 - CONSULTATION

6.1 – Who have you consulted with about the project idea?

Please insert South Yorkshire MCA	<i>Jim Dillon, Adam Greenwood, Pippa Proctor</i>
Local Authority	
Other consultees, for example:	
Local community	Deaf community through the Deaf Social Club at DDT
Relevant businesses	Hotels:- Mercure Danum Hotel, Premier Inn Food & Beverage - Sodexo, Jimmy Piggs Coffee House Warehouse - B&Q Redhouse, Next Redhouse, South Elmsall & Wath on Dearne, Lidl, Amazon, Challenge Supply Lyndon Systems, Cleaning -Metro Clean (Doncaster Council)

	Retail – Primark, Card Factory, Wilko, B&Q, British Heart Foundation, B&M, Lidl, YWP, Bernado's Logistics – MFM Logistics, PHS Treadsmart. All trade across the South Yorkshire Region.
Environment Agency	N/A
Planning Authority	N/A
Highway Authority	N/A
<i>Please insert others as appropriate</i>	

7 – TIMESCALES FOR DELIVERY

7.1 – What is the preferred date that the project can commence delivery? If this is currently unknown, please set out your proposed next steps below

April/May 2023

7.2 – If currently known, please outline the key milestones required to deliver the project and provide forecast dates for achievement.

[e.g. complete outline design, secure all funding, procurement complete, statutory processes complete]

April/May 2023	Secure funding Project start
Oct /Nov 2024	Project end - Will have achieved 100 outcomes

8 – DEPENDENCIES

8.1 – Is the project linked to or dependent on any other project or activity, especially one the MCA may be involved in?

[Please advise if the delivery or success of the project is dependent on any other project or activity taking place]

N/A

8.2 – Are there any statutory processes required for you to deliver the project?

[Please advise if the project will require planning permission or other statutory approvals prior to commencement. If so, please provide more detail on progress and the forecast timescales for achievement?]

N/A

Please attach any document(s) or provide links to reference material that support any of the information presented above.

Document Sign Off

9 – DECLARATION AND SIGN OFF

On signing the Project Mandate Form the project sponsoring organisation agrees to the following:

- 1. The South Yorkshire (SY) Mayoral Combined Authority (MCA) is a public body and is therefore subject to information/transparency laws and the Local Government Transparency Code 2015. This Project Mandate Form will be shared with the appropriate SYMCA Boards including the MCA and Local Enterprise Partnership (LEP). In line with legislation, papers to the MCA and LEP meetings are published in advance and made publicly available. These papers will detail the applicant and summarise the Mandate Form in sufficient detail to allow the members to take an informed decision. At this point, under Local Government access to information provisions, the Mandate Form may have to be made available for inspection to any member of the public who requests it.*

Once a project is admitted onto our programme pipeline, in line with MCA's Assurance and Accountability Framework and Freedom of Information Act (FOI) Publication Project, the Mandate Form must be published on the applicant's and the SYMCA website.

For this purpose, you may wish to also send a redacted copy stating any exemption or exception applied under FOI or Environmental Information Regulations. We will consider any requested redaction. Any comments received after publication are required to be reflected in SOBC, the OBC and FBC if the project progresses further. MCA will require evidence of this through the assurance process.

- 2. MCA support is not allocated to a project at this stage. The Project Mandate Form is the means by which the MCA can accept project ideas into the Programme Pipeline. Further project development and submission of SOBC, OBC and FBC or BJC in line with the Assurance Framework will be required.*
- 3. To the best of your knowledge all the information provided in this Project Mandate Form is true and correct. You acknowledge that the information provided will inform any future contract should a decision be made to support the project.*
- 4. You will comply with due diligence requirements appropriate to this project. This will be conducted by the SYMCA Executive Team and further details will be provided if the project progresses further.*

Person responsible for the application (Chief Executive or relevant Executive Director in your organisation)

Name:	Alexis Johnson
Role:	CEO
Date:	Feb 23
Counter signatory – Director of Finance	
Name:	Graeme Craik
Role:	Head of Finance and Support Services
Date:	Feb 23

Signature of the appropriate thematic Director in the SYMCA	
Name:	
Role:	
Date:	

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Programme/Project Reference Number:	
Date Received/ Accepted:	
Version Number:	
Summary of Amendments: (if applicable)	
Resource implications for the MCA	<i>Key staff resources or functional team involvement required to deliver the project. These could be expert consultants (external) or internal functions (e.g. procurement team, HR, Tram Concession Manager, Active Travel team etc).</i>

