

Reaching People



*Commitment to
Lasting Change*

**Leading in Leicester and Leicestershire Reaching Communities
Proposal**

Reaching People

Charity Number 1072595

Company Number 03576786

This proposal will be led by Reaching People working in partnership with Clore and other national and local training organisations and individuals to bring appropriate expertise to Leicester and Leicestershire deliver our local place-based leadership programme.

Reaching People is a consortia of local VCSE (Voluntary Community and Social Enterprise) delivery organisations, committed to working together to secure lasting change for their beneficiaries and for the social sector. We believe we are well placed to support the sector in managing and coordinating this project locally. Bringing together and supporting partnership is one of our strengths. We currently manage 10 delivery organisations working together on BBO funded Moneywise plus project, an advice project working across 4 food banks, a youth project delivered by 3 member organisations, and a Home Office - Building a stronger Britain Together funded, sharing bread+ project which will reach people in 30 different local organisations. We were recently selected by local providers to lead on the local Access partnership proposal for Leicester City as a community lead. Our commitment and passion for the sector and for collaboration is huge but our biggest challenge is financial resourcing to enable effective collaborative delivery, and for evaluation to support the evidence of the effectiveness and for promotion of opportunities and impact.

We are a team of 9 mainly part time staff with a range of skills linked to the projects we currently manage. We have the flexibility to develop and grow in line with opportunities and funding as new projects come on board. Reaching People's own Trustee Board is made up of independent trustees and member organisation representatives. Reaching People CEO recently completed training as a leadership coach on the Kings fund cascading leadership programme and uses these skills in internal management and to support partnership and member development. We employ a finance manager who works across all our projects.

In working together Reaching People identified the issue of leadership as a gap not only for member organisations but for the social sector as a whole locally. Local leadership capacity issues are continuing to grow with significant gaps at trustee level, with succession planning and capacity building for managers, and in the need to support community activists. Our local leadership evaluation report produced as part of this project development phase expands in detail on these gaps. It also identifies how local coordinated leadership training will have a significant role in securing and sustaining quality local VCSE services working together to make lasting change in the future.

During the leadership development phase Reaching People worked in partnership with Clore Social Leadership and with national leadership evaluators M2. Following our local research and project

design we are now ready to deliver our much-needed local leadership training. 'Leading in Leicester and Leicestershire' delivery will significantly strengthen the local social sector for the future but also grow our local training capacity for quality for continued service delivery.

We are ready to start immediately our key funding is in place and are already setting in place training for chairs and vice chairs in March/April 2020 in the hope this is one of the first Leading in Leicestershire streams of training.

We will bring together funding streams and venues and coordinate specialist national and local trainers to deliver an impactful place-based leadership programme. We need funding to coordinate the programme, pay for trainers, project promotion, evaluation to measure the impact made and support the strategy for sustained delivery.

As identified in Leicester and Leicestershire leadership research the priorities of the sector are future proofing and developing leadership succession planning pipelines; creating a more collegiate and trusting environment; protecting the workforce in a demanding work environment; investing in staff progression for their own benefit and that of the wider sector; and listening to stakeholders to ensure that services adapt appropriately to the wider context and particular needs of the area. We know from learning about the Clore leadership experience in Hull that these outcomes are all achievable through local leadership development.

Investing in the workforce, as well as their relationships with each other, will enable local leaders to create a joined-up vision that can inspire and motivate others. It is also an investment in the future of social organisations and the wider sector, as it helps leaders develop their skills, reflect on their strengths and weaknesses, and ultimately learn how to move their organisation forward.

In taking forward learning from other areas we are requesting a 3 year leadership programme with tapered funding to allow us to build up funding from other sources over the 3 year period but also to capitalise on mass delivery in year 1 and provide follow up opportunities to bring in new leaders in years 2 and 3 and beyond.

Leading in Leicester and Leicestershire

a) Improve the places and spaces that matter to communities

Leading in Leicestershire will be delivered throughout the City and the County using a mix of national and local skilled experienced training organisations and trainers in a wide range of accessible local training venues, both community and private sector, and minimising the travel for participants.

In early 2019, Reaching People, working together with Clore Social Leadership were awarded a National Lottery Community Fund Development Grant to research and design our local leadership training. This research included consultation and feedback events and led to the design of our local programme that will make a lasting change to address our local leadership needs.

Leadership training will result in increased organisational capacity, improved partnerships, clarity about impact and governance which will improve local projects, enabling more people to work to their full potential, make better use of local resources and improve outcomes, places and spaces with people they work with. Co-design and the use of local projects and challenges as part of the training delivery will be a key to successful meaningful and lasting outcomes of the training. Each delivery stream will tackle the diversity, challenges and opportunities specific to Leicester and Leicestershire and how these are manifest in specific sub-localities. Reaching People continues to

learn from both the Clore experiences in Hull and also the Kings Fund cascading leadership programme.

b) Bringing people together and build strong relationships in and across communities

Our place-based leadership programme for social leaders across Leicester and Leicestershire will address the needs of leaders from Trustees to community activists all of whom have the potential to increase their competence to become powerful advocates, compassionate service providers, and courageous changemakers. Furthermore, our programme will build on strengths and experiences and will bring people together to equip them with the tools necessary to build a resilient social sector and create a culture of generous leadership that has lasting impact.

Local delivery venues will be used to enable the strengthening of local groups of leaders through their shared leadership training experience. To support and embed their leadership learning and practice they will have access to Leicestershire wide leaders and trainers' networks and a local Clore chapter. The networks have been established as part of the development phase and will grow throughout delivery of the training and be supported to extend as self-sustaining networks beyond the delivery phase and into the future, as part of the legacy of the project.

c) Enable more people to fulfil their potential by working to address issues at the earliest possible stage.

Our programme is ready to start early in 2020. It has range of delivery streams which enables access by everyone who self identifies as a local leader, where ever they are on their own leadership journey from community activist to trustee or manager/CEO. We will encourage continuous learning development and progression and will ensure that people are able to continue learning beyond the programme in the way that they each identify.

Each delivery stream will be based on the Leading in Leicester and Leicestershire Development Model, - With an emphasis on the 3 elements identified locally through our research -

- Enabling, supporting and inspiring others
- Developing effective partnerships
- Driving change

Each stream will combine experiential, formal and social learning interventions, include time for reflection and practice implementation.

We have built in evaluation throughout the 3 years to help us capture the impact of local leadership on the role of the sector in relation to collaboration, governance, impact and diversification of income. We also plan to learn about the progression of individuals attending the leadership training and where they move on in their personal journeys, what further training they undertake, what happens to their volunteering, where they go in terms of their own careers.

Activity and engagement plan

To create the leadership catalyst for local change we have looked at a range of available resources and start from year 1 with a mixed model to grow the capacity of local trainers while learning from national experts. We expect that in years 2 and 3 and beyond more of the training will be delivered locally but that we will always benefit from national learning and bringing people into Leicester and Leicestershire to learn from and share experiences more widely. We have included a 3-year part

time project manager and administrator to support the programme including income generation, participant recruitment, promotion and project reporting.

The following leadership training approaches apply across all streams and will be used but in varying quantities dependent on the stream and learning on feedback.

- one-to-one coaching
- mentoring programme,
- action learning sets, related to key delivery tutors and arrangements
- group challenges,
- job shadowing and secondment –
- online learning activities Clore, association of chairs and vice chairs and other materials
- and other interventions.

The programme is designed for all streams to apply the following balance of learning methodologies; 10% formal learning and input, 20% relational learning using peers and coaching, 70% learning from experience, reflection, examples and practice.

Clore Social Leadership will deliver four of the training streams: Emerging Leaders, CEOs, New to Management and established managers.

Training for trainers will be provided by a mix of national programme providers to build capacity among Leicestershire's local facilitators and trainers. Our aspiring local trainers who are also managers will attend the Clore training and be part of our trainers cascading network in years 2 and 3.

The association of chairs and vice chairs will provide training for chairs and vice- chairs.

Local trainers together with national trainers and specialist guests will deliver the training for community activists, trustees and management committee members, and women's only training.

Year 1 delivery plan

- A. Launch event and annual celebration and promotion events**– local lead with speakers ½ day with enrolment and registration
Celebration - certification (end year 1 then, year 2/ 3 and on ward), promotion of step off opportunities (Colleges, training providers and Unis).

B Established and Senior Leaders (24 year 1)

Clore and others 8 3hr face to face sessions, 3 action learning sets for groups of 6. 1 coaching session each

C. Emerging Leaders (24 year 1)

Clore ----2 days x 2 residentials Action Learning Sets in groups of 6. 4 coaching sessions each. Online learning and class rooms, Local Challenges in Groups of 6. Job swaps/secondments. Mentoring. Train the Trainer. Group project to develop and deliver the Community Leader programme in year 2.

D. New Managers (24 year 1)

Clare - 7 x face to face sessions of one day each 2 Coaching sessions per individual. Online guidance & learning

E. Trustees, Chairs and Vice-chairs (40 year1)

1 day or 2x ½ day group sessions. Action Learning Sessions based on key challenges faced as a Trustee, Online guidance, support & learning.

Chairs and vice chairs - delivered by association of chairs and vice chairs - 1 day followed by telephone mentor/coaching support and online guidance and materials. (partly covered by another lottery funding until June 2020.)

F. Community activists (50 year 1)

4x 5hr sessions local deliverers including action learning and reflection between sessions, national speakers and working through local challenges. Emerging Leader cohort Pastoral / mentor support. This will include/

G. women-only cohort (12=24 year 1)

Community activists, new managers and senior leaders who select to be in a woman only cohort. Local deliverers plus national speakers and coaching, peer support and mentoring

H. Trainers network

Quarterly self-managed meetings with external national speakers as part of trainers learning and skills sharing.

I Leading in Leicester and Leicestershire network

Local with specialist input 3 per year for 70 -100 network topic meetings as suggested by local leaders.

J. Clare chapter meetings year 2 onwards for ongoing peer support, emerging leaders

As a result of our 3-year approach we will have

- 400+ newly trained community leaders leading with generous behaviours, strong social purpose organisations with passionate and courageous leadership to meet the needs of local people. (around 200 in year 1)
- A thriving self-sustaining network of local leaders, influencing future generations, plans, policy and opportunities.
- Local leadership trainers working together in partnership to continue learning together to maintain delivery of leadership training, sharing and accessing a bank of training materials developed through this and other leadership training nationally.
- 20 new ideas and initiatives generated as a result of leadership training bringing people together with generous behaviours. (10 in year 1)
- 30 new leaders trained and supported to cascade their leadership training to others. (20 in year 1)
- An annual evaluation report and iterative evaluation process that is widely available to influence other areas on their leadership journey and also enable us to improve and amend our delivery from year 1 -2 -3 and onwards in response to feedback and changed environment for the sector.

Please see separate project activity Plan-Gantt chart for year 1

Engagement plan

Promotion will be a core role of the RP project manager and administrator. As part of programme delivery, the RP leading in Leicestershire team will handle recruitment of participants, programme coordination and delivery contracts, communications and marketing, logistics (including venues and catering).

- The Project Manager, will oversee and manage the recruitment process for all programme streams. Recruitment for programmes will begin as soon as the funding is awarded and the project manager confirmed in place. Specific recruitment dates are built into the delivery plan Gantt chart.
- We have planned to deliver initial taster days and a launch event so prospective applicants can learn more about the programmes and who they are for. We will encourage applicants to apply themselves, but we will also encourage line managers and supervisors to nominate their staff members for the places in order to make it easier for applicants to self-identify as leaders.
- We will capitalise on our existing networks and partners across Leicestershire to promote the project, for potential delivery venues and encourage attendance, including media and social media contacts, radio and papers, local community networks, local council contacts, libraries, venues for worship, business links, local Universities and sports groups.
- There will be a mixed recruitment – all routes will be available on the training provider websites, RP websites and on a separate leading in Leicestershire website, People interested in learning more about leading in Leicestershire can register their interest with a few clicks. They will then receive a programme prospectus and link to complete an application. We will also accept applications from those who would prefer to apply over the phone or by mail.
- We will announce new programmes on social media and open expressions of interest and applications on the project website.
- Our project manager will also attend key events to promote leading in Leicestershire opportunities and encourage and support sign-up.
- For the emerging leaders Clore will lead in assessing detailed applications to ensure they are appropriate and meet pre-set criteria. This includes agreement from line managers to release staff for the length of time for the training.
- Other levels of training will require less information but a commitment to attend the course identified will be required. Applications will close after six to eight weeks, and shortlisting where necessary will be completed within two weeks.

An engagement plan is attached.

Year 2 and year 3

Evaluation is critical to our learning and continuous experience and is built into the programme from the start of year 1. It will be critical to informing any changes in delivery and will include participants feedback. Reaching People is committed to learning from experience on a continuous basis and feedback from participants on different streams will help to shape practice, content and numbers in each of the training streams for years 2 and 3.

By the end of the one-year delivery period, we will see a critical mass of effective, ethical and resilient social leaders in Leicester, as well as stronger local networks and increased collaboration. Building on this momentum to create a strong foundation of generous and proactive leadership is key to ensuring the resilience of Leicester's social sector. To that end, we have built a legacy plan into our project that will enable a ripple effect of leadership development, progression, partnership and community development beyond the first year.

In year two and 3, we will continue making available a range of training across the leadership delivery streams using a mix of local trainers, national courses and people newly trained through the experienced leader programme. We plan to operate a partially funded, partly paid for and partly and partly bursary system in order to support organisations to support their staff and volunteers in their leadership learning journeys.

We will continue to provide development networking opportunities for our leaders and trainers.

A Clore chapter will be established and supported by the emerging leaders and Clore fellows

Our focus is to ensure that the effects of generous leadership are built into the ongoing programme for sustaining training delivery and felt long after the programme ends without creating a dependence on external organisations.

We expect to continue to tap into free support for venues and inspirational speakers and have included funding in years 2 and 3 particularly for local coordination functions, for some delivery and to continue developing and adapting local training as the needs in the sector change around us. We plan to continue the evaluation over a 3-year period to enable tracking of the impact of our local leadership on communities and on the lives of individuals in the communities.

Community involvement

Reaching people in partnership with the Clore Social Foundation contracted M2 to carry out research to identify the needs of the sector. As a result, we carried out a survey which was distributed via a range of organisations including the VAL newsletter and Reaching People members. 15 semi structured interviews, 2 focus groups and 2 information days were organised. The interviews and focus groups were attended by representatives of local social organisations. Based on the research we have identified the need for the proposed activities. A full report of the research has been attached herewith. As a result of our findings we commissioned further research on accredited leadership training options as this was significant in local feedback. The information days were used to shape the training streams and also the impact measures.

We have also set up a steering group comprising of representatives of a range of local organisations to steer the programme who are responsible for the overseeing of the programme delivery.

Furthermore, we carried out further research into the existing programmes that are available in Leicester and Leicestershire to understand the context and the gap in the service provision. We have set up a leading in Leicester network that will meet bi monthly and a trainer's network to involve local people in the process.

We have established networks of trainers and for leaders which will be further supported as the training is delivered and we will be able to bring in external and national speakers as identified by the groups.

The content of our training will be flexible to pick up on specific localised case studies, address issues as they arise and drill down into the needs of specific localities in the County and the City.

The aims of our proposal and the difference

As identified in Leicester and Leicestershire leadership research the priorities of the sector through the local leadership programmes are as follows

- future proofing
- leadership succession planning pipelines
- creating a more collegiate and trusting environment, with joined up vision
- protecting the workforce in a demanding work environment
- investing in staff progression for their own benefit and that of the wider sector
- listening to stakeholders to ensure that services adapt appropriately to the wider context and particular needs of the area.

External evaluation has been built into this programme from the outset and will build on the learning from the research in the development phase of the project. We will continue to work with the research organisation that evaluated the leadership programme in Hull and were led on our research stage.

We have planned for annual evaluation reports to learn from practice and adapt training accordingly and also to report on the longer term impact of leading in Leicester and Leicestershire and the additional progression opportunities that may be taken up by people attending leadership training (employment and further training including accredited learning and distance learning, apprenticeships etc.)

We will also use a project evaluation and feedback process to gather data on individuals starting points on access and changes as a result of leadership learning and post learning practice.

As well as using the evaluation to report on key areas identified in our development phase, we will want to know what impact leading in Leicester and Leicestershire has on

1. Partnership and inter – organisational work
2. Individuals leadership learning and career progression
3. Social sector organisations sustainability and diversification of opportunities and funding
4. Local community resilience
5. The local capacity for leadership training, gaps and opportunities
6. The scope reach and range in relation to the diversity of our participants and how this relates to equality in reflecting diversity of our local community
7. The impact of leading in Leicester and Leicestershire on sustainability

Our annual evaluations will be available to others through our website and our involvement in national and local conversations about leadership. We will report quarterly to funders and to the Leading in Leicester and Leicestershire steering group on progress, impact and results. These reports will also go to Reaching People trustee board.

Equalities

Reaching People is committed to equality and has the following policies in place which have specific relevance to Equality and Equal Opportunities:

- Equal Opportunity and Diversity Policy
- Participant Involvement strategy, feedback and learning
- Recruitment and Selection Policy

Policies are reviewed, at least annually, and more frequently, should there be a change in relevant legislation, an incident that affects implementation (e.g. a complaint) or changes to the project that might affect the implementation of the policies.

We will monitor the equality impact of this project through internal feedback, data, participant engagement and external evaluation. We will adjust our approaches through on-going review and analysis of outcomes.

We will ensure that:

- All trainers and staff are fully aware of our commitment to equality and will appropriately challenge discriminatory comments/remarks by others against project participants.
- Services are provided to disabled participants on the same terms as non-disabled.
- Training venues are fully accessible and culturally appropriate.
- Assistance to access training will be made including child and elder care if needed, use of local venues will support inclusion.
- Training materials will be in plain English.

Environment

Reaching People incorporates sustainable practices into all aspects of our work. These include:

- **Consumables and materials:** reusing and recycling where possible; making sustainable choices in materials in equipment; using recycled paper sources for keeping participant files;
- **Equipment:** exploring equipment hiring options to reduce hardware waste; utilising digital technologies e.g. tablets, portable printers for delivering in outreach venues;
- **Travel and locations:** ensuring outreach and delivery venues are close to accessible public transport; encouraging use of public transport by staff where appropriate;
- **Local economic development:** using local facilities and services; spending money locally; linking with local businesses to promote programs and possible job opportunities;
- **Community involvement:** incorporating sustainability awareness into our training

We reduce our environmental impact by:

- Reducing the amount of unnecessary travel by staff and participants through:
 - Utilising existing resources where possible
 - Delivering services in local communities
 - Encouraging staff and participants to use public transport/make sustainable choices including transport sharing when considering travel options.

- Reducing waste by considering the environmental impact of production methods when purchasing materials and equipment such as office consumables. i.e. the cheapest product may not be the most sustainable.
- Considering the potential for creating litter, and noise pollution when delivering events and activities and take measures to minimise this.
- Encouraging staff to utilise teleconferencing technology e.g. Skype to set up virtual meetings with colleagues, managers and teams to avoid unnecessary travel and paper/ printing.
- Engaging with local stakeholders and involving them in decisions about how, where and when our projects are delivered.

Reaching People has an Environmental Policy and action plan. This is supported by our Purchasing Policy which gives consideration to the environmental impact of supplies, resources and equipment.

Sustainability

Reaching People is the trading name of charity Leicestershire Voluntary Sector Resource Agency, a local VCS infrastructure organisation with more than 20 years of experience and accounts registered with the charity commission. We have a reserve of more than £100,000 for use in emergencies and has secured a range of different funding for projects until 2022. Our trustee board is also at an early stage of investigating a potential social enterprise arm to help diversify income for Reaching People. As a vibrant growing VCSE membership organisation we plan as a minimum to continue to support the network elements of the legacy from Leading in Leicester and Leicestershire's which have been included in the proposal from our leadership development phase. The tapered resourcing of Leading in Leicestershire also gives us the potential to examine how diverse income generation can support continued delivery of local leadership training beyond the 3 years of this project together with any necessary management and promotional infrastructure.

This programme is designed to be supported through external funding for 3 years with a mix of funding and access to training venues in kind with an aim for it to be self-supporting with trained local leaders able to co-deliver training for others and inspire new leaders.

Our 2 networks and a local Clore chapter group will be part of our leadership legacy and be maintained by the skilled leaders of the future.

Our funding proposal is front loaded to enable maximum leadership training in year one. We plan to use this head of steam to continue leadership training through local trainers with support in years 2 and 3 and during this time to seek more additional funding and other opportunities to keep the training going beyond the 3 years of the initial project.

We are already at this stage looking at a range of funding so we are not solely dependent on one source. However, we do need one source to provide the lever to access others and each funding opportunity has its own time scales. Currently we have included Leading in Leicester and Leicestershire training in our local access proposal for social enterprise development in the City. The county council is interested in our new stream of work to support local communities around community managed libraries. We have spoken with Power to change and with Lloyds to access additional funding particularly for community activists training.

We are confident that some of this funding will come into year 1 of our delivery but also know that it will have its own impact on the training streams delivery and content. Our structure is flexible enough to bring in any additional funder specific requirements.

Other funding will come into year 2 and will impact the planned delivery at that phase. Our proposed project management infrastructure is relatively small and together with our volunteer steering group this contributes to the project sustainability as part of Reaching People's work going forward.

Resources

Reaching People with our Leading in Leicester and Leicestershire steering group will be responsible for

- Reviewing project progress
- Advising on project developments
- Hearing project feed back
- Guiding the project manager with ideas for further funding, promotion, developments, access

Terms of reference have been established with the group to support their role.

The project steering group are all volunteers and have been meeting during the development phase. Current members are David Stock Leicestershire and Rutland Sports, Andrew Bacon CEO Enactus, Bushra Ali Founder of Bushra Ali group, Mark Grant CEO of Action Homeless and Reaching People member, Rajinder Bhuhi – representative of University of Leicester.

We will invite all funders to attend meetings. We are in the process of selecting an independent chair from within the current membership Meetings will take place quarterly.

Reaching People through appointment of a leading in Leicester and Leicestershire p/t project manager will be responsible for

- Governance - management of local Steering Group and RP board
- Strategic management of project & grant relationship with funders including reporting
- Timely payment of sub-contractors and staff
- Income generation
- Promotion
- Manage the Leading in Leicestershire website
- part time senior administration for support Leading in Leicester and Leicestershire
- Subcontracting to external training delivery organisations – including to Clore social leadership and the association of chairs and vice-chairs and other local and independent trainers.
- Sourcing local venues for training delivery
- Recruitment management
- Contracting with evaluators
- Coordination of network opportunities
- Leading annual events
- Sourcing national speakers

The recruitment of a 3-year part time Project Manager post and part time administrator for Leading in Leicester and Leicestershire will be critical to the success of this project and manage the delivery plan supported by a highly skilled administrator. A job role is drafted ready for recruitment.

The project manager will report to RP CEO.

Staff supervision, appraisal and recruitment arrangements are in place and the post holders will be joining a small team of 9 other staff and occasional student placements.

We have a small office base in the city centre, where we can also access training and meeting rooms.

We have a CRM system for use in the management of all our projects.

Budget

A separate budget is supplied and a request for funding from the national lottery community fund is critical to us delivering this programme.

Other funding applications are in place, in process or awaiting deadlines. A request for £20,000 leadership training funding is part of the local bid for Access Funds for social development for the City.

Our leadership programme is structured so that specific requirements of funders can be built into both the structure and the content for onward leadership training delivery reinforcing the key themes identified. Currently potential funding is being considered by the County Council, Power to change and we hope to work with Lloyds. We will continue to take forward funding options as funding deadlines come up and keep a watchful eye on the local community foundation funding streams as well as national opportunities for funding leadership development. We are confident that as we start this project more funding will come through the bids and conversations we have started and as our reputation for change leadership grows.

We have applied to TNLCF for the majority of this funding to upfront the project and maximise on an intensive impactful change delivery in year 1. A full budget is attached.