

# Interreg



EUROPEAN UNION

## North-West Europe

# IMAGINE

European Regional Development Fund

THEMATIC PRIORITY



INNOVATION



MODEL

# SOCIAL GOVERNANCE

# INTRODUCTION

There are three incubation models within Imagine each based on pairs of partners who share a main motivation for being involved in the project :



## Social Enterprise

Modeled by a pair of organisations experimenting with the social enterprise model to achieve the reintegration of young people.



## Social Land Management

Modeled by a pair of organisations that own land but do not necessarily have experience in social reintegration.



## Social Governance

Modeled by a pair of organisations that focus on working collaboratively with others to achieve the reintegration of young people.



The Action & Transition Association (A&T), a social reintegration association and Surrey County Council (SCC), a UK public local authority, are responsible for the social governance model. These two organisations share a common characteristic in having previous expertise of social reintegration and of focusing on formal or informal collaboration with others to achieve their goals.

Their approach is about embedding themselves into local social networks and establishing reciprocal partnership working arrangements in the process. The resulting local partnerships are by their nature evolving.

Therefore, within the Imagine project, they have set out to work collaboratively, with a high degree of flexibility, with several local public or private actors to achieve the reintegration of young people. Those partnerships are, in particular, valuable ways to make land available and to draw upon expertise and experience in urban and peri-urban agriculture, in order to shape reintegration training for young people.

The following sections detail specificities of each pilot site used to deliver this particular model in terms of partnership working, recruitment and training programme delivery.



**SURREY**  
COUNTY COUNCIL

*PILOT DATA SHEET*  
**SURREY COUNTY COUNCIL**



# LOCAL PARTNERSHIP AND ROLES



**PUBLIC LOCAL AUTHORITY**

- ▶ Coordination of the Surrey pilot
- ▶ Recruitment
- ▶ Coaching
- ▶ Participant assessment
- ▶ Post-training follow-up

[https:// www.surreycc.gov.uk](https://www.surreycc.gov.uk)



**THE ARMY TRAINING CENTRE (ATC) IN PIRBRIGHT**

- ▶ Co-producing pilot site partner

[https:// www.army.mod.uk](https://www.army.mod.uk)



**PUBLIC SOCIAL SERVICE**

- ▶ Co-producing pilot site partner

[https:// www.surreyoutdoorlearning.uk](https://www.surreyoutdoorlearning.uk)



**REGISTERED CHARITY**

- ▶ Co-producing pilot site partner

[http:// www.stanwellevents.org.uk](http://www.stanwellevents.org.uk)



**GARDENING CHARITY**

- ▶ Horticultural expertise and advice

[https:// www.rhs.org.uk](https://www.rhs.org.uk)



**WOODLAND CONSERVATION CHARITY**

- ▶ Horticultural expertise

[https:// www.woodlandtrust.org.uk](https://www.woodlandtrust.org.uk)



**Ashford and St. Peter's Hospitals**  
NHS Trust

- ▶ Co-producing pilot site partner

[http:// www.ashfordstpeters.nhs.uk](http://www.ashfordstpeters.nhs.uk)



**NETWORKING NON-PROFIT ORGANISATION**

- ▶ Network development

[http:// www.govint.org](http://www.govint.org)



**PRIVATE COMPANY**

- ▶ Collaboration with software provision

[https:// www.goodsted.com](https://www.goodsted.com)

# 2 PARTICIPANTS RECRUITMENT

## PROCESS

Surrey County Council (SCC) is looking primarily to direct towards training opportunities those young people furthest from the labour market. Those recruited are judged to be at very high risk of offending/re-offending and entering or re-entering the criminal justice system. The SCC offer is aimed at ensuring the most high-risk and disadvantaged young people are prioritised, given that they have the potential to most benefit from participation.

Referrals to date have mainly come from people working with young people under the Targeted Youth Support (TYS) offer, but SCC remains open to other sources.

Referrals are assessed by a Surrey CC service management panel who risk rate (using a RAG - red, amber, green - system) to prioritise those referred.

## CONDITIONS FOR PARTICIPATION

- ▶ Motivation
- ▶ Being under the compulsory education leaving age of 18.
- ▶ There are no minimum educational qualification requirements



# 3 TRAINING PROGRAMME

The training takes place at four Surrey pilot sites in collaboration with the different partners involved and its duration will vary from individual to individual.

A minimum of twelve weeks on the project is expected as that is considered the least time likely to be needed for any participant to undertake a meaningful amount of learning and activity in order to gain either a learning qualification (or credits towards), or to capitalise upon an employment opportunity.

All the young people have Individual Learning Plans (ILPs) – these set out a learning pathway with a vocational focus – as such they set a trajectory into employment.

Participants initially receive on-the-job training on how to use and maintain various tools safely and properly. In this framework, National Vocational Qualification awards are offered and support is also provided to help young people to achieve Duke of Edinburgh (DoE) awards.

Participants also receive functional training (literacy and numeracy), at entry level, level 1 and level 2 as individually appropriate and are supported in developing their understanding levels (for example of plant growth) and have the chance to practice workplace processes (for instance the use of small tools).

Furthermore, soft skills are developed in numerous ways - by positive social exposure and by involving young people at every stage of the project, in the design and delivery. Young people are also encouraged to give presentations, walk/talk tours and to take the lead on developing SCC social media presence, photo editing and producing a professional video to capture the project journey.

Young people will need to demonstrate competence – and be supported in understanding how to do so – in order to attain awards accredited by AQA.

## *Coaching and assessment*

The staff team in charge of the training also coaches, assesses, accredits, and generally support participants in different ways.

Qualified youth and community workers help young people work towards qualifications, support them in learning and offer ongoing personal support to young people.

Youth Offending Team (YOT) education specialia-

lists from within SCC write functional skills programmes and subsequently verify individual attainment collaborated by external verification.

The same process is followed for AQA provision where this is then delivered and verified with Surrey Outdoor Learning and Development (SOLD) acting as an examination centre.

# 4 CO-PRODUCTION

The full co-production model is implemented - every element of the end-to-end process is designed, planned, delivered and evaluated through co-production.

All decisions are made in the closest possible collaboration with both partners and participants all of whom are regarded and treated as assets.

▶ In the first instance that entails an attempt to

genuinely involve local communities, and other relevant actors in areas where pilots are taking place, in all aspects of programme development, delivery and legacy planning (post-project)

▶ In the second instance, it means supporting and encouraging participants to be actively involved in all aspects of that participation

# 5 POST-TRAINING OPPORTUNITIES

Participants are supported across and beyond their time on the training programme. They are supported into employment, volunteering, other meaningful activity as agreed between themselves and their support network, and in line with any statutory requirements placed upon SCC.



# 6 FUNDING AND EXPENDITURE

## Expenses are mainly related to :

- ▶ Staff costs related to full-time support and teaching staff
- ▶ Staff costs related to sessional teaching staff
- ▶ Staff costs relating to sessional support and coaching staff
- ▶ Staff costs relating to staff management and supervision
- ▶ Staff costs relating to administration and record keeping
- ▶ Equipment (including personal protective equipment) and materials costs
- ▶ Costs of consumables for young people
- ▶ Transport costs for young people
- ▶ Overheads costs

## Sources of funding are :

- ▶ European Regional Development Fund
- ▶ Surrey County Council own resources



*PILOT DATA SHEET*  
**ACTION & TRANSITION**





# LOCAL PARTNERSHIP AND ROLES



## SOCIAL REINTEGRATION ASSOCIATION

- ▶ Coordination of the pilot
- ▶ Co-production of the training programme
- ▶ Coaching
- ▶ Organisation of permaculture training
- ▶ Organisation of theoretical training
- ▶ Evaluation
- ▶ Post-training follow-up

[https:// www.action-et-transition.org](https://www.action-et-transition.org)



pôle emploi

## GOVERNMENTAL AGENCY FOR SOCIO-PROFESSIONAL REINTEGRATION

- ▶ Participant identification and referral

[https:// www.pole-emploi.fr](https://www.pole-emploi.fr)



## ASSOCIATION FOR SOCIO-PROFESSIONAL REINTEGRATION

- ▶ Participant identification and referral

[https:// www.missionlocale.paris](https://www.missionlocale.paris)



## ASSOCIATION FOR THE ENHANCEMENT OF URBAN GREEN SPACES

- ▶ Organisation of training in urban greening and agriculture
- ▶ Maintenance of installations (tubs, greenhouses and aquaponics)

[http:// www.vergersurbains.org](http://www.vergersurbains.org)



## SCHOOLS WITHIN THE 15<sup>th</sup> DISTRICT OF PARIS

- ▶ Participant identification and referral
- ▶ Post-training follow-up

## MAISON LENOBLE La production... sa priorité

### MARKET GARDENER-PRODUCER

- ▶ Delivery of practical training

[https:// www.maisonlenoble.com](https://www.maisonlenoble.com)



### HORTICULTURAL SCHOOL

- ▶ Organisation of theoretical training in market gardening, landscape and urban agriculture

[http:// www.ecoledubreuil.fr](http://www.ecoledubreuil.fr)

**equalis**

Agissons ensemble

**SOCIAL ECONOMY ASSOCIATION**

- ▶ Delivery of practical training

[http:// www.equalis.org](http://www.equalis.org)



**URBAN MARKET GARDENING ASSOCIATION**

- ▶ Provision of training space
- ▶ Delivery of practical training

[https:// www.peasandlove.com](https://www.peasandlove.com)



**OTHER ASSOCIATIONS WORKING IN THE FIELD OF REINTEGRATION OF YOUNG PEOPLE IN THE 15<sup>th</sup> DISTRICT OF PARIS**

- ▶ Créat'eo IDF
- ▶ Idéa Paris XV
- ▶ Futsal Paris 15 (integration through sport)
- ▶ Allez't'es cap (support for school dropouts)
- ▶ Besoin d'Être (support for school dropouts)

# 2 PARTICIPANTS RECRUITMENT

## PROCESS

There are three routes by which participants might join the local IMAGINE pilot :

- ▶ Via the intervention of one or more of the network of local partners, involved in youth reintegration and urban agriculture, who make available information about the project to the target audience
- ▶ Through the use of various existing communication and information channels relating to events in which the Action & Transition Association participates. For example, district or association festivities, the forum of associations, the employment forum, garage sales and local festivals, ...
- ▶ Through workshops run by A&T, designed to raise awareness and inform potential participants about the training programme

## CONDITIONS FOR PARTICIPATION

- ▶ Motivation
- ▶ There are no minimum educational qualification requirements



# 3 TRAINING PROGRAMME

The practical training elements take place in several locations :

- ▶ On the roof of the Yooma hotel in the 15<sup>th</sup> district of Paris, with the association Peas & Love
- ▶ In the greenhouses dedicated to aquaponics, and the growing tunnels which are located in the "Halle Pajol", in the 18<sup>th</sup> district of Paris, with the association Les Vergers Urbains
- ▶ On the roof of the exhibition centre of the "Porte de Versailles", in the 15<sup>th</sup> district of Paris (growing tunnels, greenhouses and aquaponics)
- ▶ On the premises of A&T, at the educational platform in permaculture

Participants are able to choose where they want to train and the duration depends on the wishes and the motivation of each person who takes parts.

As regards the theoretical training elements, A&T, via its integration adviser, sets up several group and/or individual workshops, these cover topics such as CV and cover letter writing, preparation for job interviews and workshops preparatory to placements.

Other more convivial and festive events also take place: the weekly employment breakfasts and the social bonding workshops and cultural outings, organised by A&T.

## Coaching and assessment

As regards coaching, a tutor is responsible for each young person and will act as a link with the various partners involved in the programme delivery. The tutoring is divided between the integration advisor and the project manager. Weekly individual interviews are also organised by the integration advisor to assist in planning training courses and for the personal development of participants.

Regarding assessment; interim and regular progress reviews are carried out by a multidisciplinary monitoring committee with the local partners involved to support individual participants. These take into account their difficulties, are designed to enhance their career paths and to adapt or re-evaluate their circumstances. Feedback from participants also helps to improve training.

# 4 CO-PRODUCTION

A co-production methodology is used at both the partnership level between all the local partners involved and at the training delivery level with participants. This second dimension takes place in two specific ways :

- ▶ By developing individual learning plans which grow out of the content of individual interviews with each participant. The interviews are designed to maximise a full exchange of ideas and to make the participants' engagement with

the programme as active as possible and extend their role beyond that of being a passive participant in the learning process

- ▶ By holding meetings involving all relevant local partners, each of whom – alongside individual participants – share feedback on various matters, and from which practical changes such as those regarding individual timetables are agreed

# 5 POST-TRAINING OPPORTUNITIES

Participants are supported across and beyond their time on the training by the project partners. They are supported into employment, volunteering, and other meaningful activity by A&T. In particular, they could obtain an employment contract with partners involved in the project, notably La Maison Le Noble or with another employer.



# 6 FUNDING AND EXPENDITURE

## Expenses are mainly related to :

- ▶ Management of the project
- ▶ Monitoring the integration of young people in theoretical workshops
- ▶ Investment costs for the educational platform
- ▶ Project administration
- ▶ Operating costs
- ▶ Staff costs (project manager and integration advisor)

## Sources of funding are :

- ▶ Interreg grant for the Imagine project
- ▶ A&T own resources



## SHARED CHARACTERISTICS

- ▶ A&T and SCC are both embedding themselves into local social networks and establishing reciprocal partnership working arrangements in the process. Those arrangements may be formal or informal. The resulting local partnerships are by their nature evolving
- ▶ Full co-production takes place both at the partnership and training level. All decisions are made in the closest possible collaboration with partners and participants
- ▶ The training is individualised. A high degree of flexibility is built in, with decisions made by participants who choose the duration and the place of their training for example

# Interreg



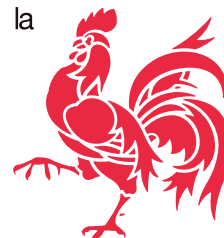
EUROPEAN UNION

## North-West Europe

### IMAGINE

European Regional Development Fund

Avec le soutien de  
la



Wallonie



imaginefutureEU



@imaginefutureEU



imaginefuture

[www.nweurope.eu/imagine](http://www.nweurope.eu/imagine)

[www.imagine-future.eu](http://www.imagine-future.eu)

