

Appendix 1: Start Here Theory of Change – On a page

Outset	Inputs	Indicators	Outputs	Outcomes
<p>Problem: Start Here funds and support postholders in order to increase the capacity of their organisations’ support of beneficiaries, including better meeting their needs.</p> <p>SH seeks to aid recovery, resilience, and sustainability in Sports/VCSE orgs in NI by addressing deficits in employment and progression opportunities which arose, or have been exacerbated by, the Covid-19 pandemic and the current cost-of living crisis. It does this through:</p> <ul style="list-style-type: none"> • Funding a full-time entry-level role per organisation, for 3 years offering employment & training opportunities for new and existing staff • Offering RLW employment, as well as opportunities for up-skilling, wage progression, & networking <p>The programme will develop individuals recruited and employed, but also, the Sports/VCSE sectors NI now and in the future</p>	<p>The programme:</p> <ul style="list-style-type: none"> • Creates jobs in the VCSE/ Sports sectors - with orgs leading on recruitment of entry-level roles • Delivers programme activities, including regular ALS & networking opps for postholders, plus bespoke training • Offers a space to facilitate long-lasting networks between postholders in & across VCSE/Sports sectors • Enables collaboration between managers across the sectors • Creates new roles and pathways, builds capacity and resilience - so that interconnectivity is embedded and sustained • Rank collaborates with DfC and other partners involved in this DfC initiative to make connections and develop networks in order to facilitate positive change in NI 	<p>The plan is to:</p> <ul style="list-style-type: none"> • Train postholders to develop case studies to capture their own and their organisation’s progress • Use the outcomes to develop questionnaires to be completed by individuals every 6 months, and by organisations every 12 months • Develop tools for evaluation of the economic value of programme <p>We have identified possible questions for an evaluation for the postholders, to be asked at each stage of their journey:</p> <ul style="list-style-type: none"> • What do you want to get out of this? • Where do you want to get to? • Do you feel you are on the right track? 	<ul style="list-style-type: none"> • 100+ new jobs in 100 organisations • Postholders developing new/existing skills over 3-years • Leaders who think ahead, think differently, and take a role in shaping the culture of their orgs • A workforce with skills in listening, asking questions/problem solving • A larger, stronger, and more stable workforce, & strengthened infrastructure • Enhanced capacity (of funded organisations) to work effectively with their beneficiaries • Networks in the sectors at postholder, manager and organisation level • A demonstration of wage & career progression • A demonstration of the viability & value of longer-term grant funding • An expanded and enhanced Rank network in and beyond NI 	<p>For postholders: Confident workforce with transferable skills, with staff who continue in post and/or stay committed to developing their careers in the VCSE/Sports sectors</p> <p>Networks of engaged, developed, socially empowered individuals working within a culture of collaboration</p> <p>For the organisations:</p> <ul style="list-style-type: none"> • Ability to better meet the needs of beneficiaries • Ability to maintain the legacy of the programme, including sustaining posts in longer term • Demo of benefits of investment in entry-level roles that reduce unemployment and under-employment, facilitate engagement and career progression <p>For the sectors: Strengthened sectors, improved infrastructure & sustainable orgs working more collaboratively</p> <p>For DfC: Networks of professionally developed, and socially empowered individuals who are committed to developing their careers in the Sports, VCSE and other sectors in NI</p> <p>A repeatable/extensible model of effective multi-year grant funding</p> <p>A reputation for supporting culture change, recovery, resilience, and sustainability within NI</p>

